

Wide range of topics to be researched

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Recipients of Seagram Fund announced

by Donna Varrica

The Office of the Rector has announced the winning teams of the 1992-93 Seagram Fund for Academic Innovation awards. The winners were notified in February, before the March 1 start-up date.

The fund was established for Concordia professors in May 1989 by Seagram Company Limited to provide seed money for interdisciplinary projects involving research, creation or academic development.

The winners of the 1992-93 awards are:

• Professor Marlene Giguère, Library Studies programme, "Information Literacy";

her team includes co-investigators Programme Director Joanne Locke and Professor Anne Galler;

• Professor Lisa Serbin, Department of Psychology, Centre for Research in Human Development, "Childhood Aggression and Withdrawal as Predicators of Family Relationships in Adulthood: Do 'High Risk' Children Grow Up to Form 'High Risk' Families?"; one of her co-investigators is Professor Alex Schwartzman, also of the Centre;

• Professor Leslie Landsberger, Department of Electrical and Computer Engineering, "Micromechatronics Devices and Systems by Integrated Circuit Processing Technology"; his co-investigators include Professors Asim Al-Khalili and Baher

Haroun from the same department, and Professors Rama Bhat (Mechanical Engineering/CONCAVE) and Richard Cheng (Mechanical Engineering/Centre for Industrial Control);

• Professors William Gilsdorf and Ronald Smith, Departments of Communication Studies and Education, respectively, "TA Training: For the Next Generation" (profiled in *CTR*, March 18); their co-investigators are Professors Mary Baldwin (Chemistry and Biochemistry), Graeme Decarie (History), Calvin Kalman (Physics), and graduate student Chris Armstrong;

• Professor David Cheeke, Department of Physics, "Ultrasonic Generation of Ultrashort Light Pulses"; his co-investigator

is Professor Devendra Sharma from the Department of Chemistry and Biochemistry.

The criteria to qualify for grants include general excellence, interdisciplinarity, the clear national import of the research programme and the potential for obtaining external support at the end of the award period.

No *CTR* next week

There will be no issue of CTR next week due to the holiday weekend April 9-12. The newspaper will return on April 22, after which only two regular issues will remain, April 29 and May 6, and the special convocation issue on June 3.

Student-choreographed pieces performed at open house

Dance transcends time and space



Concordia's Contemporary Dance Department put on its annual open house performance programme of student choreography last week. Above, dancers Sunday Dennis and Elena Kaufman performed the Kaufman-choreographed piece, *Some Place, At Some Time*, to the music of Peter Gabriel ("Passion" and "Sources") and Haitian music ("Toto Bissainthe").

INSIDE

Security

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The provincial government has kicked in \$425,000 to help Concordia improve its security. The money comes in the wake of the Aug. 24 shooting at the University. Similarly, a grant was given to École Polytechnique after the Dec. 6 massacre.

Senate Supplement

An ad hoc committee of Senate was formed after the release of the Board of Governors' report on the rules and procedures which govern the selection of senior administrators. The Senate committee's report is included as a supplement in this issue of *CTR*.

Student athletes

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Concordia's student athletes were honoured at the 17th annual awards banquet. More than 20 athletes were recognized for outstanding athletic achievement in volleyball, hockey, soccer, football, rugby, basketball, track and field, alpine skiing and wrestling.

PHOTO: Marcos Townsend

Professor studies how families cope with sick relatives

The 'wear and tear' on caregivers

by Janice Hamilton

People who care for spouses with Alzheimer's disease and other types of dementia are more likely to continue giving home care, while those caring for elderly parents or relatives are more likely to place members in institutions.

That was one of the conclusions of a pair of studies carried out recently by Psychology Professor Dolores Gold, Director of the Centre for Research in Human Development.

The four-year research project involved 425 individuals who care for family members with dementia. It showed that caregivers who had trouble coping at the initial stages of the illness were likely to give up home care.

"After that, the caregivers' health and quality of life improved," Gold said. "They felt satisfied with their decision, and felt they had ended home care at the right time. They were also satisfied with the quality of care in the institution, and stayed in contact with the relative."

But primary caregivers who kept the relative at home reported increasing stress, especially as the demented person became more aggressive, likely to wander and incontinent.

"The caregivers' own health and quality of life deteriorated," Gold said. This was even true for those who had coped well at the beginning of the study.

Gold explains this by the "wear-and-tear hypothesis: no matter where they start, with time and deterioration, sooner or later the caregiver's psychological resources will be eroded."

The researchers also studied the positive aspects of home care. "Only 18 out of 210 people were able to clearly say they enjoyed aspects of caregiving," said collaborator Myrna Reis, a Psychology professor at Concordia who also works in family-violence prevention with Health and Welfare Canada.

Reis said the studies found that personality characteristics did not seem to affect enjoyment of caregiving. What did make a difference was the situation: the level of impairment of the patient, a positive relationship with the patient prior to the illness and the amount of help the caregiver received from other people. Women seemed

knowing that they did the best they could at a difficult job by keeping a loved one out of an institution and returning the care their parents gave them.

Gold is interested in how gender roles affect functioning in aging, and this study made it clear that caregiving has important economic and health consequences for women. Women are the primary caregivers in 75 to 80 per cent of cases. Even women who have full-time jobs are burdened with caring for elderly relatives, which is extremely stressful. As a result, they often stop work or give up promotions. Alternatively, the patient is institutionalized sooner.

These studies complement other research conducted at the Centre on factors that affect independence and productivity as people age. And caregiving is an increasingly important phenomenon as the population ages, since Alzheimer's disease is thought to affect almost half of those age 85 and over.

The research was carried out in co-operation with the Montréal General Hospital, the Jewish General Hospital, CLSCs, Hôtel Dieu Hospital in Québec City and colleagues at the Sunnybrook Health Sciences Centre in Toronto. It was supported by the Fonds de recherche de santé du Québec, the Conseil Québecois de la recherche sociale, the Alzheimer Society, the Ontario Ministry of Health and the National Health Research Development Programme.

Other Concordia faculty members who took part were Psychology Professors David Andres and Dorothy Markiewicz and graduate student Dolly Dastoor.

OFF THE CUFF

edited by Bronwyn Chester

Off the Cuff is a weekly column of opinion and insight into major issues in the news. If you are a Concordia faculty or staff member and have something to say "off the cuff," call CTR at 848-4882.

Marketplace will determine future of Nationair, says Taylor

Nationair seems doomed to fail unless there is some miracle infusion of cash from the private sector. Does the maverick airline that brought us cheap flights to Europe for some nine years deserve to survive, given its questionable reliability and labour record? William Taylor, Director of the Aviation MBA, says only the marketplace can determine that.

"With any corporation, you have to look at what the corporation is contributing to the society, given its resources. In the free market, survival depends on whether the service or product provided justifies the resources it receives: the customer's price, the time and skill of its labour, the facilities provided by the airport, etc."

"When a corporation employs many people, there may be a call for government aid. In the case of Canadian Airlines, for instance, the federal government's infusion of \$50 million is perhaps justifiable as a means of helping a company bridge a brief, but difficult, period. Canadian is a publicly traded company, meaning that it is obliged to make public all its operations and transactions. Nationair, on the other hand, is a one-man owned and controlled company; there is no financial accountability, so governments are loath to come to the rescue of what may, or may not, be a bad operation."

"Regarding the company's reputation for poor reliability, you could argue that this was the trade-off for cheap fares. Also, the crash in Saudi Arabia was not necessarily indicative of poor safety on Nationair planes. Investigators will have to rule on that issue. Crashes can happen to any company. The strike, however, and the way the company handled its labour problems may have caused some customers to lose faith."

"Regardless of what happens to Nationair, their planes will keep flying somewhere, under one name or another. Unfortunately, the pilots and employees will lose their jobs."



Professor Dolores Gold

PHOTO: Marcos Townsend

more comfortable with caregiving than men.

Reis was surprised to find that caregivers preferred caring for severely impaired patients. One explanation, she suggested, is that "those who are more impaired are not engaging in troublesome behaviour, and they are less likely to be depressed and aware of their own deterioration."

Caregivers also draw satisfaction from

Journalism graduate dies in freak accident

Holly Handspiker, 35, who graduated from Concordia with Distinction in 1991, died in Ottawa on March 29 after being involved in a freak accident.

Handspiker died after she was struck by a 200-kilogram block of ice that fell from the roof as she was leaving her apartment building, said her friend and colleague, *Ottawa Magazine* Editor Rosa Harris-Adler.

"She happened to be in the exact wrong place at the exact wrong time," said Harris-Adler. "It was just horrible."

Handspiker was a member of the Simone

de Beauvoir Institute and received a Bachelor of Arts degree with majors in Journalism and Women's Studies. She came to Concordia in 1987 as a mature student and was active in freelance journalism and in groups supporting equality for women.

Funeral arrangements are being made in Ottawa, where she worked as a senior editor for *Ottawa Magazine*. Friends are planning a memorial tribute for her at Concordia. Details will be made available at a later date from the Journalism Department.

-DGV

DEADLINE EXTENDED

VISIONCARE AND DENTALCARE SURVEY

The deadline has been extended for all full-time employees to return the Visioncare and Dentalcare Survey that was distributed recently by the Concordia Employee Benefits Committee.

The questionnaire is designed to identify the level of employee interest in the plans.

It is essential that a large number of university employees complete the survey, because the design of the plans to be considered will reflect the nature of the responses received.

Please take a few minutes today to complete and return the questionnaire.

Oral history project highlights first women faculty

'Changes in consciousness'

Rachel Alkallay
and Bronwyn Chester

Concordia has a long commitment to oral histories.

Since the establishment of Oral History Montréal Studies Project in 1981, thanks to a \$30,000 gift from Shell Canada, numerous projects have been completed on such subjects as Montréal's Chinese and Dutch communities, and the Children's Theatre of Montréal. But the University had never interviewed its own people on its own history, that is, until last summer when "Women at Concordia: the First Generation" was launched.

"We had tried various avenues to get funding for such a project," said Marianne Ainley, project co-ordinator and Principal of the Simone de Beauvoir Institute, "but with no luck. Then Rose Sheinin, the Vice-Rector, Academic, suggested we apply for a grant from the Project."

'We' is Ainley, Rosemary Schade, from History, Katherine Waters, from English, and Susan Hoecker-Drysdale, from Sociology and Anthropology; they were later granted \$3,735.

The four professors and their four graduate students have divided the tasks of conducting archival research on the University's first female faculty members and conducting about 20 interviews. So far, they have interviewed a number of Concordia pioneers, including Jane Stewart, from Psychology, Alberta Boswell, formerly of Mathematics, Margaret Anderson, who taught French literature and the first



Simone de Beauvoir Institute Principal
Marianne Ainley

PHOTO: Marcos Townsend

Women's Studies course at Loyola and Katherine Waters, who was Loyola's first female professor of English.

Things are in the preliminary stages now, as the project has until 1994 to be completed. Most of the interviews will be with retired faculty, as well as those who left, some because of sexist treatment, said Waters. Twenty years ago, for instance, there was a woman teaching in Mechanical Engineering, she said. "We want to know what happened to her."

The team will also be interviewing the wives of principals, assistants to Jesuits and the female senior administrative personnel to get an idea of what the atmosphere was like for women.

Waters will be both researcher and subject in this project. She has good — and some funny — memories of being the only woman in the English Department at what was then Loyola College. Waters frequently had coffee in the Jesuit common room of the college with a Jesuit colleague who would usually sneak real cups from the Jesuit dining room next door. Once, when he was away, Waters got herself a cup only to find herself an alien on male turf.

"It was like the whore of Babylon had walked in," she laughed.

Another incident which defines the "sexclusion" of the times was when the late prime minister Lester Pearson was a guest at Loyola and Waters wasn't invited. "I took it as a matter of course," she said.

Waters has seen many changes in her 32 years at Loyola and at Concordia (after Loyola College and Sir George Williams University merged in 1974). Her interest in the project stems from her interest in "changes in consciousness."

"I'm interested in whether women faculty members felt sexism then, and whether they feel it now."

Ultimately, the team hopes the edited tapes (found in the Webster Library's Media Centre) will serve as a resource for history students, and that a book will follow. "We hope to make women aware of the achievements and the difficulties of the women of that generation," said Schade.

If you know any of Concordia's first female faculty, or have an anecdote to recount, please contact Rosemary Schade at 848-2433.

CLARIFICATION

In the article about telephone registration in the March 25 issue of *CTR*, a reference was made to the Rector's Office (rejecting a plan to implement a phone registration system five years ago). It may have been unclear that the term "Office of the Rector" comprises the Offices of the three Vice-Rectors (Academic, Institutional Relations and Finance, Services) and the Secretary-General.

NAMES IN THE NEWS

by Barbara Black

Concordians appear in the media more often than you think! Some make news, while others shape public opinion. We monitor newspapers, radio and television across Canada and beyond to bring you this sampling.

- Congratulations to Joyce Borenstein (Cinema), who was in the Dorothy Chandler Pavilion on March 29 to hear her nomination for an Academy Award announced to about a billion television-watchers. In the weeks leading up to her departure for Los Angeles, she talked about her documentary, *The Colours of my Father: A Portrait of Sam Borenstein*, to audiences as different as CBC's *Midday* and the Golden Age Association of Shaare Zedek Congregation.
- A big photograph of Michelle Séguin (Status of Women) appeared in *The Gazette*'s page three Centrepiece spot on February 11. What really pleased Séguin, though, was the accompanying article on *Inequity in the Classroom*, the video and manual produced by her office. While hardly in the Oscar category (yet) the video is selling well: 650 copies have gone out to educational institutions so far.
- Ron Rappel (Recreation and Athletics) was interviewed on Mix 96 recently about the Sports Medicine Centre, which he and a partner run on the Loyola Campus. The Centre treats all sorts of sports injuries, and provides a hands-on learning centre for students working toward accreditation as sports therapists.
- The wisdom of James Gavin (Applied Social Science) has, for the second time in four months, been featured in a *Canadian Press* article which was widely reprinted across the country. Gavin's book, *The Exercise Habit*, warns that it takes about 12 weeks for fitness efforts to pay off in a svelte silhouette. So start now, or you'll miss the bathing-suit season altogether.
- Céline Lafrenière, a graduate of Concordia's Dance Department, practises her art underwater. She does it so well that her award-winning subaquatic troupe H3O was featured on a *Adrienne Clarkson Presents*, a programme on the CBC network.
- Columnist Morris Wolfe, writing in *The Globe and Mail* about the National Research Council's slow response to the Gordon Freeman controversy, made reference to Vice-Rector, Academic, Rose Sheinin's cautionary words about abusing academic freedom, delivered at last year's Future of Concordia conference. Freeman is an academic who took pot-shots at working mothers in, of all places, *The Canadian Journal of Physics*.
- Harvey Shepherd, religion editor of *The Gazette*, wrote a column on February 13 about the first annual Eric O'Connor Lecture Series, held in early March. David Eley (Loyola Peace Institute) told him that this year's theme, violence and redemption, was particularly timely, but violence has always been with us. "It is rooted in our cultural and religious imaginations. And whence redemption, if any?" Concordia's gun control petition advertisement has appeared in the *Toronto Sun*.
- Sheila McDonough (Religion) gave an introduction to the roots and values of Islam to the congregation of St. Andrew and St. Mark in Dorval on March 28. The most recent of the world's great religions, Islam is consciously built on a foundation of Judeo-Christian teaching, and is being studied by an increasing number of non-Muslim scholars like herself.
- Marika Pruska-Carroll (Political Science) was interviewed on CBC's *Newswatch* about the Russian parliament's attempts to make President Boris Yeltsin accountable. She is sanguine about politics there, welcomes the rough-and-tumble of evolving democracy, and hopes that Western governments don't interfere.
- Harold Chorney (Political Science) was interviewed on CBC's *Newsword* about unemployment. He was also among three economists asked by the *Toronto Star* about the national debt. Unlike the other respondents, who advocated either cutting or holding government spending, he advised massive stimulation of the economy to reach full employment. Most public debt, he said, was borrowed within Canada, and is invested in hospitals, roads, housing and schools which could generate jobs and income if given a chance.
- The Galerie Barbara Silverberg held its annual professor-student show in February, and *Gazette* art critic Ann Duncan was struck by the "superbly imaginative" black-and-white photograph of student Marie-France Lepage, which was submitted by Photography Chair Gabor Szilasi.

1992-93 Alumni Phonathon

20% of callers were faculty or staff members

Volunteers dial for dollars

More than \$92,000 was raised last month by generous alumni and staff volunteers at this year's Alumni Phonathon.

The fundraiser took place during four consecutive evenings, from March 21 to 24, at Bell Québec offices. Volunteers managed to contact about 6,500 Concordia graduates.

The event began on a Sunday afternoon with Phonathon Vice-Chair Kathryn McMorrow (B.A. 1967) and her team of Sir George Williams alumni staffing the phones. Loyola graduates, chaired by Bernard Benedetti (B. Comm 1974), did the phoning on Monday evening. Michael Jud-

son (B.A. 1986) led the first group of Concordians on Tuesday and Dominique Adrien (M.B.A. 1990) led a second group of Concordians and M.B.A. graduates on Wednesday.

Organizers were happy to report that almost 20 per cent — 37 — of the 200 volunteer callers were faculty or staff members

Phonathon organizers would like to thank the following sponsors: Auberge Le Vieux Saint-Gabriel, Bell Québec, Centaur Theatre Company, Cinema Palace 6, Coles Book Stores Limited, Concordia Book Store, Cosmair Canada Inc. (L'Oréal Division),

Concordia's Thursday Report is interested in your letters, opinions and comments.

Letters to the Editor must be signed and include a phone number. If at all possible, please submit the letter on computer diskette. Limit your letter to 500 words. The Editor reserves the right to edit for space considerations although the utmost care will be given to preserve the core of the writer's argument. Send Letters to the Editor to BC-117, or fax 848-2814. Letters must arrive by Friday noon prior to Thursday publication.

concordia's Thursday Report

Concordia's Thursday Report is the community newspaper of the University, serving faculty, staff, students and administration on the Loyola Campus and the Sir George Williams Campus. It is published 28 times during the academic year on a weekly basis by the Public Relations Department of Concordia University, 1455 de Maisonneuve Blvd. West, Montréal, Québec H3G 1M8 (514) 848-4882. Material published in the newspaper may not be reproduced without permission. The Back Page listings are published free of charge. Classified Ads are \$5 for the first 10 words and 10 cents for each additional word. Events, Notices and Classified Ads must reach the Public Relations Department (Bishop Court, 1463 Bishop St., Room 115) in writing no later than Friday 5 p.m. prior to Thursday publication. Display ad rates are available upon request. Display Ads must be booked by Monday 5 p.m., 10 days prior to publication.

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-MO



The generous volunteer staff of Bell Québec who pitched in to help.



Caller Lise Tavares, Supervisor of Information Services



Caller Christopher Ross, Dean of the Faculty of Commerce and Administration

PHOTOS: Jonas Papaurelis

New prizes created in Industrial Engineering, Ecotoxicology

Convocation medals to be renamed in honour of slain professors

by Donna Varrica

Two convocation medals have been renamed and two created to honour the four professors slain last August at the University. The changes were approved by Senate at last Friday's meeting and recommended to the Board of Governors.

Faculty of Engineering and Computer Science Dean M.N.S. Swamy announced that the medals awarded to the outstanding undergraduate students in Civil Engineering and Electrical Engineering will be named in honour of Matthew Douglass and Phoivos Ziogas, respectively. A new medal in Industrial Engineering will be named for A. Jaan Saber.

Swamy said the designations were made through consultation and with the full support of the professors' families. He also said the Faculty consulted with Gail Valaskakis,

Dean of the Faculty of Arts and Science, who told Senate that Faculty Council unanimously approved the establishment of the Michael Hogben Medal for Ecotoxicology, to be awarded to the most outstanding student in that graduate diploma programme. This medal was also approved by the Hogben family.

In a related matter, changes to the nomination procedures for the Stanley G. French Medal for Contributions to Student Life were also approved at the meeting. The changes allow more members of the graduate student body to participate in the nominations.

Prior to this change, only the Graduate Students' Association could make nominations, referring them to the Dean of Graduate Studies, who then referred them to the Non-Academic Awards Committee.

The change allows any member of the graduate student population to nominate someone, providing the nominee has five supporting signatures, and that nomination is referred directly to the Non-Academic

Awards Committee. The nominations must be submitted in April for either Spring or Fall convocation.

The medal is named for Professor French, a past Dean of Graduate Studies who still teaches in the Philosophy Department and

is the Director of the PhD programme in Humanities. It honours his ongoing concern for the well-being of graduate students at Concordia and is awarded to the graduate student who has made a significant contribution to student life.

Ad hoc committee struck to draft motion

Student-proposed motion causes procedural nightmare

A series of resolutions presented last Friday by student representatives on Senate got bogged down in a procedural mire before any real discussion could take place.

After wading through amendments, points of order, and points of privilege, and in consultation with *Robert's Rules of Order*, Senate finally decided to strike a small, ad hoc committee to hammer out a motion based on the principles expressed in the original, but presented in a way which would foster discussion.

The motion, presented at the March meeting of Senate but tabled due to the late hour of the proceedings, grew out of a motion to censure two University administrators for their heavy-handedness in dealing with the student association's electoral and financial difficulties earlier this year.

Charlene Nero, outgoing CUSA co-president, presented the second, more elaborate motion to safeguard the student association's autonomy and to involve Senate in conflict resolution.

Ironically, Donald Boisvert, Associate Vice-Rector, Services (Student Life), one of the two administrators cited in the motion to censure, is one of the five members of the newly struck ad hoc committee. Other members are Political Science Professor Maria Peluso, English Professor Gerald Auchinachie and students Jarno Makkonen and David Parent.

Discussion ping-ponged between Nero and Nick Kaminaris, the CASA representative to Senate, who proposed substantive amendments to the motion. As it became clear that there was no consensus among the student representatives, Biology Professor Elaine Newman moved to table the motion. Confusion arose when it was unclear whether it was a move to table the

amendment or the motion.

After a heated debate about the rules, Senate Chair, Rector Patrick Kenniff, called for a recess to review Robert's rules. Once it was clarified, the move to table was amended to include the establishment of the ad hoc committee. The work of the committee must be completed in time to be considered before Senate adjourns for the summer. There are two more meetings of Senate this year, May 7 and 25.

Employment Equity policy

In other news, some Senators felt it would be beneficial if both the external members of the Board of Governors and the entire internal community had access to the ad hoc Senate committee report on the selection of senior administrators. It is included as a supplement in this issue of *CTR*.

In the discussion of Concordia's Employment Equity policy, Employment Equity Co-ordinator Kathleen Perry encouraged those who wanted to add their comments for further consultation to do so by April 19. Student representative Kim Beaudoin requested the item be put on the agenda because during discussion of the policy at the last Board of Governors' meeting, it was implied that there had not been sufficient input from the community at large.

History Professor Stephen Scheinberg proposed adding a Canadian clause to clarify the position that while the policy gives priority to designated groups, the members of this group must be Canadian citizens or landed immigrants.

-DGV

Government responds to Concordia shooting

University gets \$425,000 grant to upgrade security

Responding to a need to upgrade security in the wake of the shooting last summer of four professors and one support staff member, the Québec government has awarded \$425,000 to Concordia. The announcement was made at last Friday's Senate meeting.

The request for the grant, which will be paid over two years, was made by Charles Bertrand, Vice-Rector, Services. Bertrand originally requested \$650,000, \$225,000 of which was to be spent on training and information programmes for the University community.

A similar grant was given to Université de Montréal following the massacre of 14 women at École Polytechnique.

The Concordia money will be spent on security equipment and command systems as well as to modify University buildings.

"This is entirely capital money," said Max Barlow, the Associate Vice-Rector, Services. None of it can be spent to hire new security staff.

However, the University is expected to increase the Security Department's budget by \$655,000 over the next two years, Barlow said.

Following the recommendations made this year in a report prepared by Bertrand and published by *CTR* in January, the Uni-

versity will use some of that budget money to hire an operations manager for the Loyola Campus and an investigations/crime prevention officer.

"If the Security Department is to carry out its mission ... it should have the capacity to respond to real or perceived dangers," Bertrand wrote in his report.

Security Director Michel Bujold welcomed the good news, saying that the upgrading of equipment "goes hand in hand" with increasing staff and training.

Of the budget increase, he said: "It's not like a one-shot deal. It's creating a base to build on. That money will remain in the budget for years to come."

As for the \$225,000 the University did not receive, Barlow said Concordia will probably have to "find it (the money) out of our own resources."

The University learned that the grant had been approved in a letter last week from Higher Education and Science Minister Lucienne Robillard.

Based on 1991 figures, the annual security budget at Concordia is between one-third and one-half of the security budgets at the other Montréal universities, Bertrand said in his report.

-Michael Orsini

1993 Nominations for Spring Convocation Medals and Awards

May 3 is the deadline to nominate graduating students for the Concordia Medal, the Malone Medal and the O'Brien Medal and to nominate any member of the University community for the First Graduating Class Award. Nomination forms and lists of the criteria applicable to each prize are available from the Dean of Students Offices (SGW: 2135 Mackay; LOY: AD-121) and Student Services Centres (SGW: LB-185; LOY: AD 211).

Panelists urge Concordians to see the whole picture

Viewing the world through "buffalo or mouse eyes"

The opening plenary of the 4th annual Future of Concordia Conference was addressed by Engineering and Computer Science student Jarno Makkonen, Vice-Rector, Academic, Rose Sheinin, Associate Vice-Rector Academic, (Curriculum and Planning), Barbara MacKay, Arts and Science Dean Gail Valaskakis, Fine Arts Dean Robert Parker, and Concordia's Thursday Report Editor Donna Varrica.

Pressures

Parker, whose remarks are reprinted here, called on all members of the Concordia family to make a conscious effort to understand "the pressures, the restrictions and the limitations" that shape people's actions.

"Listen to people," he said, "to help you understand why they act as they do."

Varrica and Valaskakis, among others, talked of the need to foster allegiance to our University and to develop mechanisms to sort through problems before they get out of hand.

"Conflict is normal, so we shouldn't be surprised that we are not going to get along together all the time," Valaskakis said, "but we do have to learn how to make the nature of our discourse more gentle."

Valaskakis also urged Concordians to try to see the total picture when disagreements arise, "to view the world through the eyes of a buffalo," as aboriginal people say, and not fall victim to tunnel vision and view life "through the eyes of a mouse."

Power-sharing and pride were on the minds of several speakers in the audience, some of whom pointed out that faculty, students and staff must first develop pride in their own units before they can hope to feel a sense of shared achievement with Concordia as a whole.

Joint ownership

Like many universities, "Concordia is a multiplicity of communities," MacKay and Sheinin said, so effective mechanisms must be developed to allow everyone to feel a sense of "joint ownership."

Varrica gently chided Concordians for frequently exaggerating the extent of their differences.

"Universities across North America are in a state of turmoil," she said, but generally speaking, these people manage to trust each other enough to share common goals.

"To a large degree that sense of trust is built upon mutual appreciation, by acknowledging that, for the most part, people are doing a good job here," Makkonen said.

And the simplest and best way of building trust "is probably developing small, interpersonal links throughout the various sectors of the University."

"Certainly for students," he said, "that is the only way they can ever hope to orient themselves through the maze that is Concordia."

The following text is reprinted with the permission of Fine Arts Dean Robert Parker. It is an abridged version of his formal presentation at the morning plenary of the 4th annual Future of Concordia Conference, held on March 19, 1993.

by Robert Parker

I expect some of my comments will be perceived as being a bit outrageous, or intentionally provocative, but in the end, I hope to suggest some questions that in my opinion, need to be asked.

As I was preparing my remarks, I was struck by the manner in which the general title of this Conference, *The Future of Concordia*, and the theme of this year's session "Building a Community," could be linked. This then provided the sense, to me at least, in which I could attend to the theme of today's Conference. In effect, these two phrases provided the grounding that encouraged me to speak freely, and perhaps to offer for your consideration what I believe to be a few simple truths.

My joining of these two phrases resulted in the following: "The future of Concordia is in building a community" or, put another way, "Building a community is the future of Concordia." To either of these, I would add an ominous addendum: It has no other choice.

I would not be so naive as to suggest that Concordia is alone in this current limitation of choice. It joins other academic institutions, private corporations, and government bodies in questioning a reliance upon systems of decision making, which in the minds of a growing number, do not meet the needs of those they serve, employ, or in the case of universities, educate.

But let us look a bit more closely at today's conference theme and I would ask you, is there not a curious telling of a tale in the designation of the workshop titles as presented in the Conference pamphlet. Have we not begged off any number of central questions?

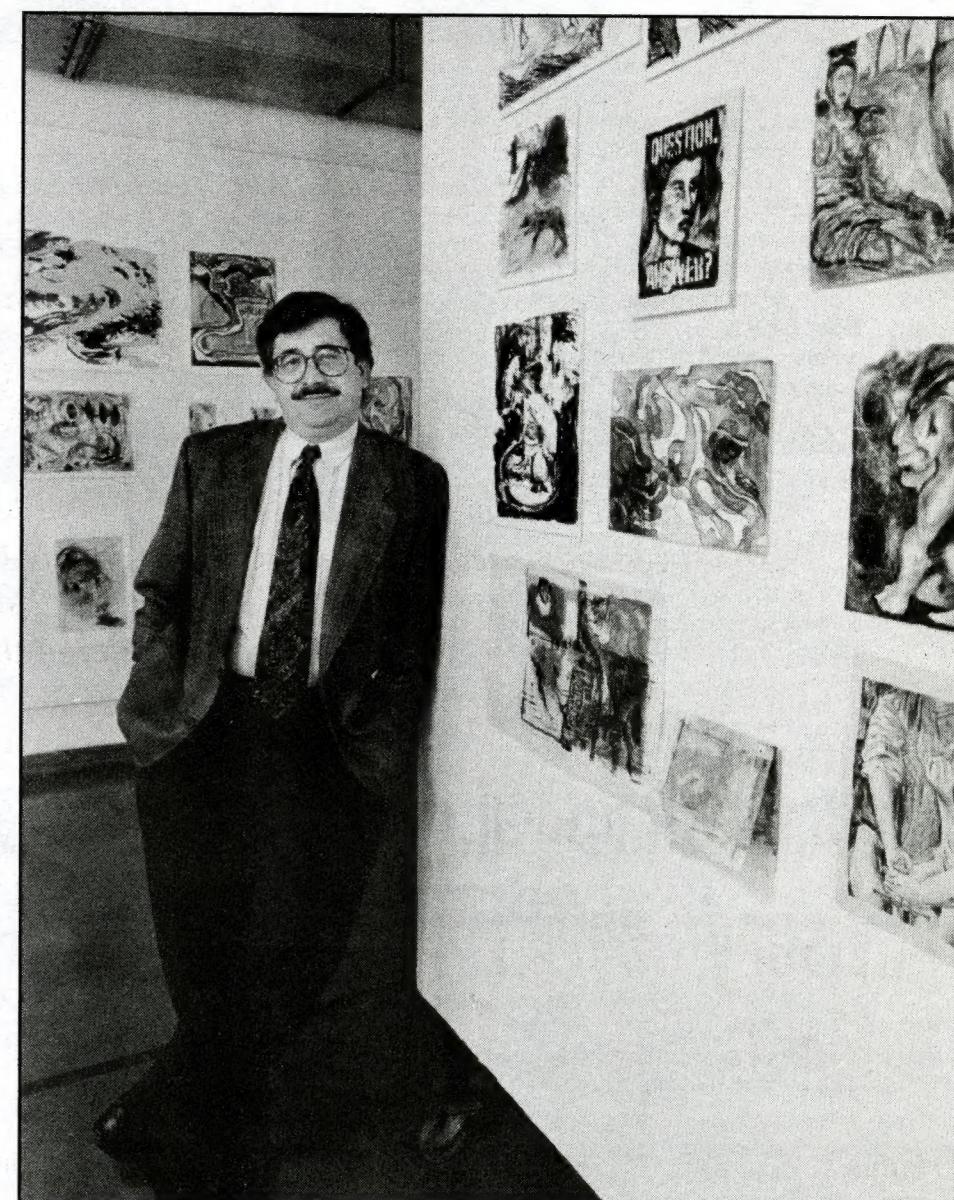
What is community? How do we achieve it? What are the qualities inherent in the definition of community? What are the factors which determine and encourage community?

It is said that every age is characterized by the questions it asks. I would suggest that this University is entering a period of time when it wishes to question some of the fundamental assumptions of the institution. We are no longer so accepting of truths as determined by another age and by individuals long forgotten.

This questioning of fundamental assumptions will, I hope, be dealt with time and time again at today's conference. Perhaps in the end, its success will be measured in the asking of these questions rather than in the solutions or proposals elicited.

To these questions, which focus on the definition and attainment of community, I would add another: What is it in this University that prevents community?

Granted, this question, is probably one that is shared, in varying degrees, by most



Robert Parker, Dean of Fine Arts

PHOTO: Jonas Papaurelis

institutions, and so we are not unique in that respect.

I would suggest that we at Concordia have been especially successful in creating barriers to community. This University seems to encourage isolation rather than affiliation and unity, and to foster exclusivity rather than inclusivity, enclaves rather than community, conflict rather than collaboration, and reliance upon form rather than content.

Social and economic life

For my remarks today, I have borrowed freely from Jane Jacobs and her thoughts regarding Commerce and Politics. In her recently published book, *Systems of Survival*, she identifies two syndromes, the commercial and the guardian, which characterize the ethical systems which sustain social and economic life. Each, Jacobs maintains, has particular features which define that syndrome. In the case of the commercial syndrome it is production and trade, and for the guardian syndrome it is territoriality and proprietorship. I became interested in the latter, the guardian syndrome, because it included such institutions as government and the ministries and bureaucracies which it establishes, organized religion, police, legislatures.

As I looked more closely into these two syndromes, I began to ask myself whether or not universities or in a broader sense, education, could be considered part of the guardian syndrome as defined by Jacobs. And further, whether Concordia exemplified characteristics of this syndrome.

The guardian syndrome promotes among other things, protectionism, control, acquisition, and exploitation. Set aside the romanticism of the educational endeavour for the time being and ask whether the following phrases are familiar to you: hierarchical structures, top-down management style, pyramidal management structures with their attendant qualities of largesse, patronage, paternalism, demand for obedience, loyalty, respect for tradition, exclusivity of rights based upon status, and fatalism.

If those phrases "ring a bell," we have some indicators of what prevents community at Concordia. For these qualities do not build community, nor do they encourage lateral communication and decision-making among equals having an interest in and a commitment to the organization. Notwithstanding the recent furtive attempts that we have made towards decentralization and opening up of the system, and despite our cautious expressions of the desire for a dif-

The Future of Concordia

a community

Students, our greatest potential

Start community-building in the classroom: workshop



Students are the University's greatest assets and should be more involved in community-building. The winning CUSA co-presidential team of Philip Dalton and Lana Grimes hope to do just that as they take office this week.

PHOTO: Marcos Townsend

Participants in a workshop titled "Facilitating involvement of students in the University community" agreed that students are our greatest energy and our greatest potential.

What we need to do is work harder at getting students to interact with each other, and to cultivate a sense of belonging to Concordia.

The student population is so diverse that it really is a "community of communities," which has led to a tradition of students forming affiliations with small groups of individuals that have similar interests and backgrounds, said one Concordia graduate. Successful examples of these smaller communities are found in the interdisciplinary colleges; in the various ethnic student associations and Faculty students' associations; and independently run students' organizations like the Peer Helper Centre and the recently established 'buddy system' groups.

It was felt that these smaller groups played an important role in "community building," but that the University needs to find ways to promote a stronger sense of school spirit where all students feel that they belong.

For many attending the workshop, it was agreed that the place to start the "community building" is in the classroom. It was suggested that professors at the beginning of a course take 10 minutes to ask each student to introduce themselves. This simple technique would make students feel welcome, and address the problem of being a "stranger in a strange land."

Another grassroots idea was to introduce a course in "Lifeskills 101," to help first-year students learn the basics of how to get

by in University life. Although orientation sessions cover many topics of interest to new students, such a course might be particularly helpful to many students who, in their first few months in a University setting, feel completely lost and have trouble coping.

One repeated comment voiced by students was a feeling of "information overload." They felt that there was a lot of information, but no central place to get all that information. It was strongly recommended that two electronic media boards be purchased which would feature a listing of University-wide daily events, and would be installed in central locations like the Henry F. Hall Building and the Administration Building on the Loyola Campus.

One student said that he would like to see the student and ethnic associations getting together on a regular basis, something that isn't done now, to let each other know what they are doing; and to encourage co-sponsoring of activities.

Another popular suggestion put forward was academic accreditation for those students who get involved and participate in community-building activities. Academic credit, it was pointed out, would give students one more reason to get involved—the first being "giving back to the community."

In preparation for this workshop, two students did a survey to solicit suggestions from students. Seventy questionnaires were completed by a mix of students (Alumni, mature students, international students, disabled students) from different faculties and student groups on both campuses.

-HHP

What is fair? What is natural justice?

How to deal justly with power

by Laurie Zack

Natural justice (no, it's not justice that occurs naturally) is a very specific legal term, as participants discovered in the workshop titled "What is fair? What is natural justice?"

Panelists Geoffrey Adams, a History professor, Concordia Legal Counsel Bram Freedman and retired McGill English Professor Archie Malloch took great pains to explain the intricacies of natural justice, reaching the conclusion that the legal term could not be applied in a university setting.

Malloch explained the difficulty of applying the principle of "fair play for all" and "concern for the other guy" in a university setting where individual production and competition for grants, tenure, marks and status are omnipresent.

Bram Freedman explained why no University committee is held to the legal rules of natural justice. The community is too small and incestuous to prohibit any element of bias, self-interest and personal relationship from coming into play, he said.

Rose Sheinin, Vice Rector, Academic, raised several issues of concern to her. The existence of conflict of interest is often denied in the University, she claimed. She suggested the hiring of more outside evaluators for peer reviews and issues of tenure. She was also concerned about the need for students to be treated equally irrespective of their Faculty or programme; there is an evident lack of uniform procedures for students.

A student participant, referring to her own painful experience, pointed out the situation

of powerlessness felt by students in the University. Teachers never set out the rules clearly at the beginning of a course, she said. There are few objective standards that stand clear of the power relationship that professors wield over students. Students never get to negotiate requirements for the course. It is too easy, she claimed, for biases, in particular inappropriate behaviour toward women, to spill over into the classroom setting.

The system of class representatives at the Université du Québec à Montréal was raised as a positive model. The class reps keep professors in touch with problems and negotiate in the name of their classmates. A bill of rights for students was also suggested as was the idea of re-thinking the course evaluation process, too easily ignored by professors fearing poor evaluations, according to several participants.

On the staff side, several participants, themselves involved in negotiations with the University, complained bitterly of their unresolved grievances. They had a sense of not belonging to the community because of a perceived lack of trust and goodwill in dealing with their problems.

The phenomenon of grievances spilling over into the courts, labour arbitrators and the media was raised. Although part of a general societal trend towards litigation, it raised the question of developing alternative options to deal with internal conflicts.

There were several suggestions from workshop members: more informal mediation structures or even mediation committees in the University; identifying and training mediators and better training for Department Chairs and advisors to enable them to intervene in conflict situations.

Workshop participants agree to meet again

Community feels shut out of decision-making process

by Heather Patenaude

In the workshop called "Empowerment: Broadening the Base of Governance," the general consensus was that the University community does not have a voice in the decision-making process.

The general feeling of hopelessness expressed by many was summed up best by the remarks of one participant: "Does anyone with power care about our recommendations? Where are the recommendations going?"

A suggestion was made that the recommendations should go right to the top (to the senior administrators) and that a response should be demanded.

It was agreed that members of the University community should be able to speak out without the fear of reprisals, or punishment.

There seemed to be some confusion as to what is meant by the terms "empowerment" and "governance." It was agreed that governance has to do with making the best

possible decisions, a decision process which leads to effective planning. Empowerment is about how we give power to people to govern, and what are the implications of this power.

It was generally felt that we need to examine the fundamental attitudes of governance at Concordia and we need to broaden the base of empowerment. In the discussion that ensued, it was suggested that what hampers progress in this community are limitations and "smokescreens" that allow the status quo to continue.

How to share the power led into another long discussion with the recommendation that organizing retreats may be a means of working towards a solution. Participants reacted positively to the idea of a retreat that would involve students, faculty, and staff at all levels, and where information would be discussed.

A breakthrough was reached at the end of the workshop when it was decided by the group that they would meet again.

Anyone wishing to join the group may do so by contacting the Workshop Chair, Garry Milton at 848-4825.

Cassandra Bardo, Dexter John take home Athlete of the Year awards

Student athletes honoured

by Donna Varrica

Concordia students Cassandra Bardo and Dexter John were awarded top honours last week at the 17th annual Athletic Awards Banquet.

The Female Athlete of the Year award went to Bardo, who is a second-year middle-blocker and led the Stinger women's volleyball team to its most successful season in history. She was named Most Valuable Player at the Queen's Invitational and an all-star at the McGill and Ottawa tournaments en route to being named to the Québec Student Sports Federation (QSSF) all-star team and Québec's nominee for All-Canadian honours.

John, a two-time All-Canadian for the Stinger championship basketball team, was named Male Athlete of the Year. He was voted the Most Valuable Player by the QSSF after he led the Stingers to their fifth consecutive league title and an opening round win against the Western Ontario Mustangs at the CIAU Nationals.

Biology student Ivanka Cankovic, who earned a G.P.A. of 3.77, won the Academic Female Athlete of the Year Award. Cankovic is a flanker on the women's rugby team, which is undefeated in its last two years in Québec competition. Aleck Skeie won the Academic Male Athlete of the Year.

Rookies

Rookie of the year honours went to Eleanor Chan and Giovanni Petrella. Pat Ryan, the co-captain and MVP of the Stingers' hockey team, picked up the Ron Lapointe Award. Julie Klotz, the assistant coach of the University ski team, received the Denise Beaudet Award for her outstanding contribution to the Recreation and Athletics Department.

Christine Durrant of the women's basketball team was named Manager of the Year,

while Exercise Science student Laura Leslie, the Female Athlete of the Year in 1991, received the Athletic Therapy Award. The Most Valuable Player in the Québec Women's Intercollegiate Hockey League in

1992-93, Leslie is the top hockey scorer — male or female — in Concordia history.

The fittest athletes' awards went to Julie Lacasse, a member of the National Rugby Team and Emerson Thomas of the men's

basketball team. Special merit awards were presented to Scott Motlik, Brian Anderson, Richard Ayotte, Henrik Lystager, Duane Baird, Jean-François Joyal, Ginnie Brûlé and Robert Ferguson.



And the winners are: (top, this page) Scott Motlik, Robert Ferguson, Ginette Brûlé, Jean-François Joyal, Brian Anderson and Duane Baird (for Special Merit) with Kathy McDonald, Acting Director of Recreation and Athletics; (bottom, this page) Academic Athletes of the Year Aleck Skeie (second from left), and Ivanka Cankovic (far right), with Steve Mau, Coordinator of the Student Academic Assistance Programme, and Sylvia Carter, Vice-Dean, Student Affairs, Faculty of Arts and Science. (Next page, clockwise from top left) top female athlete of the year Cassandra Bardo with Donald Boisvert, Associate Vice-Rector, Services (Student Life); top male athlete of the year Dexter John and Boisvert; top male rookie Giovanni Petrella and Roy Savory, a staunch Stinger supporter and a member of the Basketball Booster Club; and, top female rookie Eleanor Chan and Savory.

PHOTOS: Paul Hasko



ANTON KUERTI Concordia Concert Series

April 24, 1993
8 p.m.
Concordia Concert Hall

Tickets \$12;
\$8 students and seniors
Reservations, call 848-4718

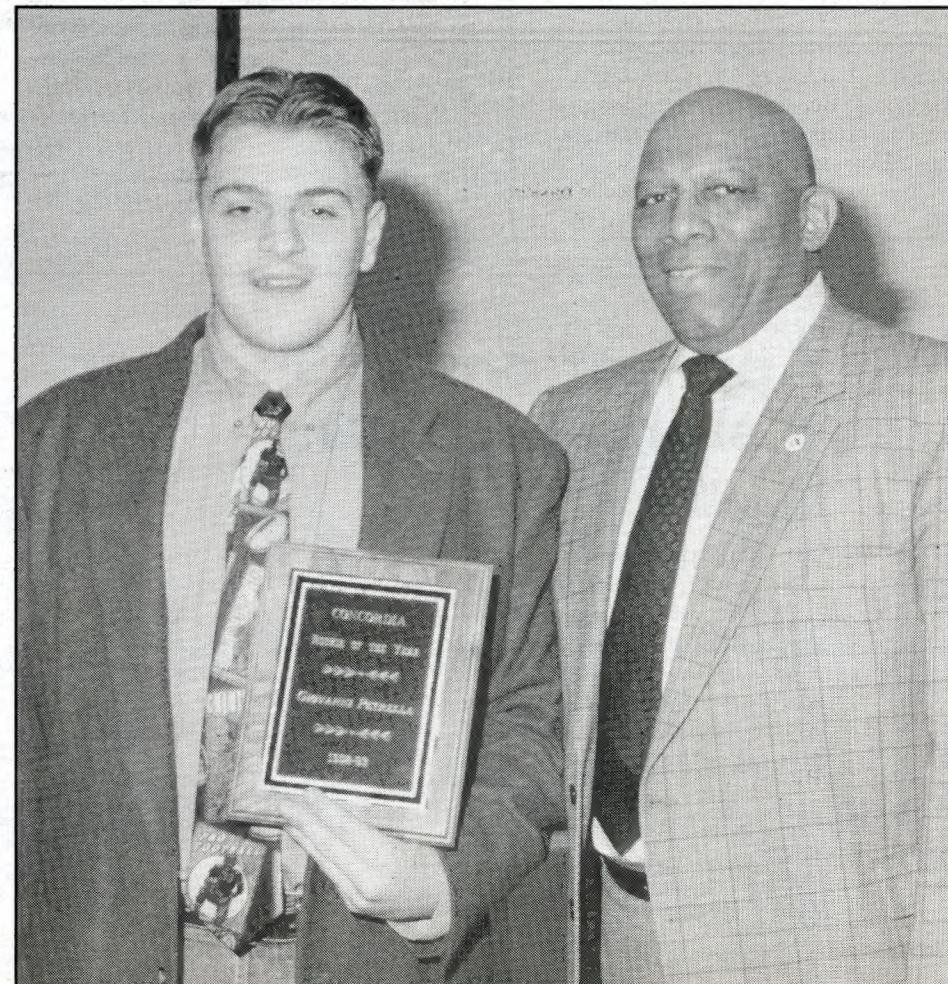
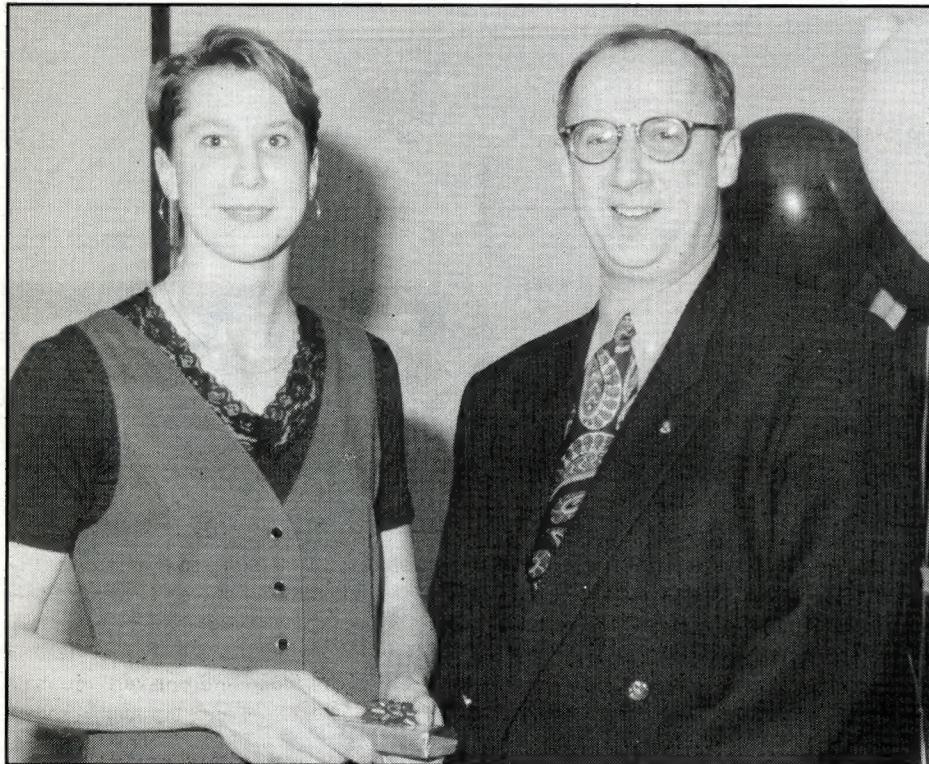
PROGRAMME

Fantasy C minor (Mozart)
Intermezzo Opus 117 (Brahms)
Pianoman (Kuerti)
Les Adieux (Beethoven)
Fantasy Polonaise (Chopin)
Scherzo in E major (Chopin)

at Concordia banquet

Here's the list of MVPs and rookies:

SPORT	MVPs	ROOKIES	SPORT	MVPs	ROOKIES
ALPINE SKIING	Judy Ameli Mark Tilden	Stephanie Daigneault François Boulais	RUGBY	Linda Miller Brett Hansen	Natascha Wesch Sistino Colatosti
BASKETBALL	Tanya Guitman Emerson Thomas	Pat Demers Gaetan Prosper	SOCCER	Dee Miller, Astrid Mel Chris Rose	— Dwayne Dear, Mauro Biello
FOOTBALL	John MacDonald	Giovanni Petrella	VOLLEYBALL	Cassandra Bardo	Eleanor Chan
HOCKEY	Laura Leslie Pat Ryan	Kellie Rae Ryan Angelo Karitsiotis	TRACK AND FIELD	Elfrida Taylor Sanjiv Thomas	Karen Chapman Charles Joseph
			WRESTLING	Akira Higuchi	David Wilson



• PARKER continued from page 6

ferent manner of "doing business" it is apparent, to me at least, that the systems and structures created by our guardian predecessors are still fairly securely in place. It is equally clear to me that survival within the forthcoming years will depend upon a far different system to deal with the issues which exist in this University and are being raised, identified, and named by this conference, and all those who participate in it.

For the University to guarantee itself a successful future, we need to learn to abandon not only in official discourse, but more importantly in our everyday thinking, such opposition as: teaching vs. research, graduate vs. undergraduate, professional disciplines vs. the liberal arts, sectorial decision making vs. holistic decision-making, employment equity vs. quality, the academic

mission vs. the budget.

These oppositions belong to a climate which does not encourage community, so do some other features of our University such as:

- Many of our structures and procedures do not appear to promote trust, when we know that we benefit from the presence of an enormous number of trustworthy individuals in all areas and levels of the university.
- Many of our structures and procedures seek to discourage or eliminate civilized dissent, even though we understand that the freedom to challenge and question is fundamental to the educational enterprise.

Many of the aforementioned characteristics of Jacobs's guardian syndrome may arise inevitably from the dual mission of the University to conserve and create, but in my view, Concordia University has been dominated by structures only affiliated with the task of conservation. I would ask, are there particular reasons why this has taken place?

I would suggest that as a relatively young institution, we may need to re-visit our childhood one more time and ask whether some of the obstacles to building a community may have been forged at the outset?

1. Did the merger of two quite distinct institutions, each with its own vision of how education should be pursued and offered, create a perceived need for the protection of traditions rather than the creation of a community of shared values?

2. Was the legacy of the Sir George Williams computer riots, which even today we are reluctant to analyze, one which left us too afraid of dissent, no matter how gentle in form and tone?

3. Has our status as a large urban university presented us with more than the "normal" challenges in terms of creating community?

We may need answers to some of these questions that I have raised if we are now to build a solid long-lasting sense of community which will figure strongly in our day-to-day lives and will characterize decision-making processes. Everyone in this room, and those unable to attend today, should feel empowered to participate in this community-building endeavour. We must not forget that, finally, this is our university, to use the current "jargon," we are its stakeholders and its ability to support us in the pursuit of purposeful and purposive activities, to help us achieve our goals and objectives, will only be enhanced if we take personal responsibility for defining and maintaining a community.



**Concordia
University
Part-Time Faculty
Association**

**Professional
Development Committee**

Article 17 of the Collective Agreement established the Professional Development Fund to assist part-time faculty members in their pursuit of research, study and other scholarly or professional or artistic activities, particularly as they enhance teaching quality. All part-time faculty members with more than 24 credits of seniority who are not on leave are reminded that they are eligible to apply for funding. The deadline for the second and final distribution of monies from the Fund in 1992-93 is Monday, April 19th, 1993. Applications (four copies) should be submitted to the Professional Development Committee at the CUPFA office (2150 Bishop St., Annex K310) by this date. Before applying, please consult the information sheet available (in English or French) from the CUPFA office (848-3691). Grants awarded at this time will be for projects and events which take place during the summer and fall.

Applications to Sponsor Visiting Lecturers

Now Available

The Visiting Lecturers Committee of Concordia University invites applications from the University Community to sponsor Visiting Lecturers for the Fall semester 1993. Application forms and guidelines may be obtained from the Chair, Director, Principal or Head of an Academic Unit or from the Office of the Associate Vice-Rector, Academic (Curriculum and Planning). Applications for the Fall semester must be submitted to the Office of the latter at Loyola, Room AD-232, by April 30, 1993.

Late applications cannot be accepted.



Concordia
UNIVERSITY

REAL EDUCATION FOR THE REAL WORLD

Services for Disabled Students

To our volunteers: Thank you for your valuable time and generous support of the Services for Disabled Students. You are a vital part of our team. Good luck with your exams!

Concordia University Alumni Association CALL FOR NOMINATIONS FOR THE 1993-95 BOARD OF DIRECTORS

All graduates and members of the Concordia University community are invited to nominate candidates for the 1993-95 Board of Directors.

To be eligible for nomination, a person must be a graduate of Concordia University, Loyola College or Sir George Williams University, or have attended one of these institutions for at least one full year and not be registered as an undergraduate student of Concordia University.

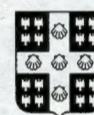
The nominations must be accompanied by:

nominee's C.V.;

written letter of recommendation by the nominator; and

written statement of interest by the nominee.

Nominations must be submitted to the Nominating Committee no later than April 15, 1993, and returned to Concordia University Alumni Association Nominating Committee, 1455 de Maisonneuve Blvd. W., Suite BC-101, Montréal, H3G 1M8, or fax 848-2826.



**UNIVERSITÉ
Laval**

Condition féminine

POSTE DE TITULAIRE CHAIRE D'ÉTUDE SUR LA CONDITION DES FEMMES

La Chaire d'étude sur la condition des femmes de l'Université Laval cherche à promouvoir les travaux visant la transformation des systèmes de valeurs, des structures et des rapports sociaux qui maintiennent les inégalités entre les femmes et les hommes. Elle privilégie l'étude des interactions entre l'évolution des conditions de vie des femmes, les changements technologiques et socio-économiques, les idéologies, les images et les représentations au sujet des femmes. Elle veut aussi faire avancer la connaissance des femmes comme actrices du changement social et de leurs rôles sur les institutions : famille, école, système de santé, travail et emploi, etc.

Le comité directeur invite les personnes intéressées à poser leur candidature au poste de titulaire de la Chaire d'étude sur la condition des femmes de l'Université Laval.

La titulaire aura comme tâche principale de mener et de stimuler des recherches féministes en milieu universitaire. Ses responsabilités inclueront également une part d'enseignement et elle aura à maintenir des liens avec les groupes de femmes du Québec.

Le poste est offert pour deux ans avec possibilité d'un seul renouvellement. L'entrée en fonction est prévue pour le premier septembre 1993.

Exigences :

- Doctorat ou l'équivalent.
- Contribution importante dans le domaine de la recherche féministe en termes de publications et de communications depuis l'obtention du doctorat.
- Champ de spécialisation ouvert.
- Connaissance des groupes de femmes et collaboration à leurs activités.
- Maîtrise de la langue française.

La préférence sera accordée à la personne ayant participé à des recherches dans des groupes multidisciplinaires et possédant les qualités suivantes :

- Habiléités à communiquer
- Esprit d'équipe
- Sens de l'organisation
- Initiative, dynamisme

Salaire : selon les barèmes en vigueur à l'Université Laval.

En accord avec les exigences du ministère de l'Immigration du Canada, cette offre est destinée en priorité aux citoyennes et citoyens canadiens et aux immigrantes et immigrants reçus.

Transmettre votre dossier de candidature avant le 28 mai 1993 à la Présidente du comité directeur de la Chaire d'étude sur la condition des femmes, département d'administration et politique scolaires, bureau 1122, Faculté des sciences de l'éducation, Université Laval, Sainte-Foy (Québec) G1K 7P4.

• The BACK PAGE continued

CPR COURSES

The following CPR courses will be offered by the Environmental Health and Safety Office in the next few weeks. Members of the Concordia community or outside community are all welcome to take these courses. There will be a discount price for the Concordia community. SO, HELP SAVE A LIFE, IT'S AS EASY AS: ABC. For all those who are interested, please contact Donna Fasciano, Training Co-ordinator at 848-4355 for more information.

APRIL 18, 1993

Baby Heartsaver Course

6-hours for life. This course includes rescue breathing, CPR, as well as management of the obstructed airway in the infant and child.

APRIL 24, 1993

CPR Heartsaver Plus Course

8-hours for life. This course includes rescue breathing, one-person rescuer CPR, management of the obstructed airway and infant, child resuscitation.

LACOLLE CENTRE

Fall Session

Transformative Theatre

Transformative Theatre offers a venue for women who are looking for new ways to express themselves and share their knowledge. This workshop enhances interactive skills, intuition, spontaneity and self-expression through the language of play and embodied creativity. Group meets 3 hours weekly for 8 weeks. Information: 848-4955.

SATURDAY, APRIL 17

Succeeding in the Job Market

An experiential opportunity for those seeking employment or a career change. Through a combination of data and exercises, participants will learn how to get the job, keep it and get promoted. Workshop Leader: Angela Aronson. Time: 9:30 - 16:00. Cost: \$53.50. Location: TBA, Loyola Campus. Information: 848-4955.

SATURDAY, APRIL 24

Women and Anger

This workshop offers an opportunity to explore some of the sources of anger and to experiment with ways to more effectively channel energy and communicate needs. Workshop Leader: Kathryn McMorrow. Time: 9:30-16:00. Cost: \$53.50. Location: TBA, Loyola campus. Information: 848-4955.

FRIDAY, APRIL 30
— SUNDAY, MAY 2

Spring Tune-Up: A Get Away Weekend for Women

An opportunity to take some "time out" to assess your present level of well-being and to try some new approaches to living fully through participation in a variety of activities. An important aspect of the weekend will be enjoyment of the natural surroundings as well as the chance to socialize and exchange ideas. Registration includes accommodation and meals. Workshop Leader: Kathryn McMorrow. Cost: \$160.50. Location: Lacolle Residential facility, Lacolle, Québec. Information: 848-4955.

THEESIS DEFENSE

TUESDAY, APRIL 13

Mousa Tabatabaei Gargari, at 10:00 in BE-242, 1257 Guy St.. Thesis Title: "Behaviour Modification of Space Trusses."

APRIL 25, 1993

CPR Heartsaver Course

4-hours for life. This course includes rescue breathing, one-person rescuer CPR, and management of the obstructed airway.

MAY 1 and 2, 1993

Basic Life Support Course

12-hours for life. This course includes rescue breathing, one- and two-person cardio-pulmonary resuscitation (CPR), management of the obstructed airway and infant child resuscitation.

MAY 9, 1993

CPR Heartsaver Course

4-hours for life. This course includes rescue breathing, one-person rescuer CPR, and management of the obstructed airway.

ALUMNI ACTIVITIES

WEDNESDAY, APRIL 21

How to Improve Your Memory

What is the difference between a good memory and one that is less than perfect? Through techniques on organization and cross-referencing, you will learn how to improve your memory in the areas that require help. You will be impressed by your ability to increase your memory bank. Location: Faculty Club Dining Room, 1455 de Maisonneuve Blvd. W., 7th floor. Time: 19:00-21:30. Price: \$12. Reservations are confirmed upon receipt of payment. Call 848-3817 for more information.

SATURDAY, MAY 8

7th Annual Casino Night

Join over 250 Sir George Williams, Loyola and Concordia alumni and their guests for this 7th annual Casino Night at the Queen Elizabeth Hotel 'Grand Salon.' Participants will have an opportunity to bid on a large assortment of fantastic prizes. Price: \$40.00, includes \$25.00 worth of gambling chips and a first-rate light midnight buffet. Time: 20:00. Location: 900 René Lévesque Blvd. W. Cheques made payable to Concordia University Alumni Association, MasterCard and Visa accepted. For more information or credit card reservations, call 848-3815.

THEATRE

Life's A Dream

by Pedro Calderon de la Barca,
translated by Adrian Mitchell

April 22 - 24 at 20:00 and April 25 at 14:00. Location: D.B. Clarke Theatre, 1455 de Maisonneuve Blvd. W. Admission: \$4. students and seniors, \$6. general public. For reservations, starting April 19th, please call 848-4742.

Terminal

by Susan Yankowitz

April 16 and 17 at 20:00 and April 18 at 14:00. Location: F.C. Smith Auditorium, 7141 Sherbrooke St. W., Loyola Campus. Admission: \$4. students and seniors, \$6. general public. No Reservations.

WOMEN'S AGENDA

JEUDI 15 AVRIL

L'Institut Simone de Beauvoir

Madame Ghislaine Charlier qui parlera "Des Femmes Haïtiennes D'Hier et D'Aujourd'hui. Heure: 18h. Lieu: The Salon de L'Institut, 2170 rue Bishop. Information: 848-2373.

FILM

CONSERVATORY OF CINEMATOGRAPHIC ART

Admission: \$3.00 (including taxes) per screening. Location: Cinéma J.A. DeSève, (1400 de Maisonneuve Blvd. W.). Information: 848-3878.

THURSDAY, APRIL 8

The Playboys (1991) Gilles McKinnon at 19:00. Les Contes du Vieil Arbat (1983) Savva Koulich at 21:00.

SATURDAY, APRIL 10

Dr. Mabuse, Der Spieler I (Le Jouer) (1922) Fritz Lang at 19:00; Fanny and Alexander (1982) Ingmar Bergman at 21:00.

SUNDAY, APRIL 11

Dr. Mabuse, Der Spieler II (Inferno) (1922) Fritz Lang at 19:00; La Historia Official (1984) Luis Puenzo at 21:00.

MONDAY, APRIL 12

The Testament of Dr. Mabuse (1933) Fritz Lang at 19:00; Babette's Feast (1987) Gabriel Axel at 21:15.

TUESDAY, APRIL 13

The Thousand Eyes of Dr. Mabuse (1931) Fritz Lang at 19:00; The Docks of New York (1928) Josef von Sternberg at 20:45.

WEDNESDAY, APRIL 14

Where's Coletti? (1913) Max Mack at 19:00; Johnny Guitar (1954) Nicholas Ray at 20:30.

FRIDAY, APRIL 16

Journey of Hope (1990) Xavier Koller at 19:00. Le Jardin D'Enfants (1983) Evguéni Evtushenko at 21:00.

SATURDAY, APRIL 17

The Man in the Basement (1914) Joe May; The Dead Awaken (1915) Adolf Gartner; The Marked Domino (1914-15) Adolf Gartner at 19:00; Pelle the Conqueror (1987) Bille August at 21:30.

SUNDAY, APRIL 18

The Bear of Baskerville (1915) Harry Piel; A Hell of a Reporter (1929) Ernst Laemmle at 19:00; Cinéma Paradiso (1988) Giuseppe Tornatore at 21:00.

THE LOYOLA FILM SERIES

Admission: FREE. Location: F.C. Smith Auditorium, Concordia University Loyola Campus, 7141 Sherbrooke St. W. Information: 848-3878.

WEDNESDAY, APRIL 7

Special Presentation at 19:00; The Gospel according to Saint Matthew (1960) Pier Paolo Pasolini at 19:30.

WEDNESDAY, APRIL 14

Padre Padrone (1977) Vittorio and Paolo Taviani at 19:00; The Garden of the Finzi-Contini (1971) Vittorio de Sica at 21:05.

CONCERT HALL



CONCORDIA CONCERT HALL

The Concert Hall is located at 7141 Sherbrooke St. W. (Metro Vendôme — Autobus 105).

Admission is free to all concerts.

(except where indicated.) Information: 848-7928.

TUESDAY, APRIL 13

Classical Music — The Concordia Choir and Chamber Choir in Concert. Time: 20:00.

SATURDAY, APRIL 17

Classical Music — The Concordia Orchestra in Concert — Directed Sherman Friedland. Time: 20:00.

LECTURES/SEMINARS

THURSDAY, APRIL 8

Thursdays at Lonergan

Bill Knitter, PhD, Department of Education, Concordia University, on "Conditions and Characteristics of Knowledge: An Interdisciplinary Perspective." Time: 15:00 — 16:30. Location: (7302 Sherbrooke St. W.) Coffee available from 14:45. Information: 848-2280.

cordia's First Nations Centre on "Ojibway Healing Traditions and Native Spirituality." Time: 19:30. Location: H-767, Faculty Club Lounge, 1455 de Maisonneuve Blvd. W.

TUESDAY, APRIL 20

McGill Chapter of Sigma Xi

Harry Clement Stubbs will present a free lecture on "Reality and the Imagination: the Light and the Mirror". Time: 20:30. Location: Ballroom of the faculty Club, 3450 McTavish St. Information: 398-7429.

COUNSELLING and DEVELOPMENT

DO YOU KNOW... How to study and improve your G.P.A.? Where to locate university calendars worldwide? Where to find a job? How to orient your career? Where you can get support in dealing with personal issues? Be sure to drop by Counselling and Development (Student Services), pick up our brochures, sign up for our WORKSHOPS, meet new and interesting people and find the answers. Our services are available on both campuses. SGW, H-440, 1455 de Maisonneuve Blvd. W., 848-3545 and Loyola, 2490 West Broadway, 848-3555.

Learning and Writing Centre

The Learning and Writing Centre offers personalized assistance to all Concordia students who want to improve their academic skills and learning potential.

Counselling Service

Professional counsellors offer Concordia students educational, career and personal counselling – one-on-one or in groups. Various tests can help identify and understand particular needs and talents.

Careers Library

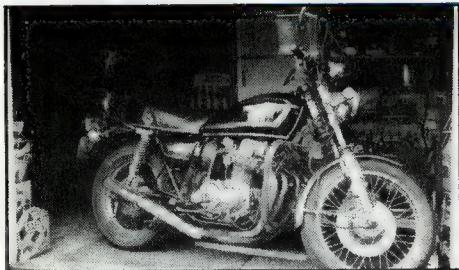
The Careers Library, recognized as one of the best of its kind in Canada, helps students take control of their career development, including educational decision-making, career planning and job search.

Career and Placement Service (CAPS)

The Career and Placement Service offers employment counselling and placement services to undergraduate and graduate students seeking part-time, summer or permanent employment. Location: 2070 Mackay St. Info: 848-7345.

UNCLASSIFIED

MOTORCYCLE FOR SALE



Honda 750K '78. 4-into-1 exhaust, fairing, trunk and carrier. New tires, chain and brake shoes. Helmet and shop manuals included. Excellent condition. Ready to ride. \$999. 846-1904.

Tutoring

Tutoring available free of charge to students who have failed the University Writing Test. Info: 848-2326.

Income Tax

Starting at \$18 before April 10, Downtown, Laval, 681-8853.

Blackout

Power Protection for your data. Uninterruptible Power Systems for PCs and sensitive equipment. \$180.00+ EW Ltd. Warren 769-8851.

Pen-Pals

Students of the Gaudeamus social club at Novosibirsk

ART GALLERY

The Leonard and Bina Ellen Art Gallery
is located at
1400 de Maisonneuve Blvd. W.
Information: 848-4750.

UNTIL APRIL 17

"Local Developments: 20th century Montréal-area art from the collection of the Université de Montréal". Time: Monday-Friday 10:00-20:00 and Saturday 10:00-17:00 "Montréal Photo Album: Photographs from Montréal Archives" Time: Monday-Friday 10:00-20:00 and Saturday 10:00-17:00.

Drop-in Service

A Drop-in Service is available. No appointment is necessary. A counsellor will offer 15-minute periods to help you with brief questions of an educational nature at Loyola (WC-101): Wednesdays and Thursdays: 12:00-13:00 and at SGW (H-440): Tuesday 13:00-14:00 and Thursday 14:00-15:00. A learning specialist will answer questions about learning strategies appropriate for your course at SGW (H-440): Mondays and Thursdays, 12:00-13:00.

SPECIAL NOTICES THIS WEEK

Looking for a Job?

Check our bulletin boards. A wide-variety of permanent and career-related summer jobs are posted. Come in and meet with Career and Placement Counsellor. Attend one of our workshops listed below. Job Search — April 26; Interview Skills — April 19; Resume Workshop — April 15; Details available at CAPS, 2070 Mackay St..

Thinking about Graduate School?

Important decisions regarding graduate education require careful planning. Explore the resources available to assist you at the Careers Library. We have a wide range of subject directories to graduate programmes as well as a comprehensive university calendar collection for Canada and the U.S. Information on graduate and professional school admission tests and private sources of financial aid can also be obtained. Be sure not to miss application deadlines for programmes, admission tests and financial aid. Visit us soon at H-440 and 2490 West Broadway.

Events, Notices and Classified Ads must reach the Public Relations Department (BC-115) in writing no later than Friday, 5 p.m., the week prior to Thursday publication.

Contact Kevin Leduc at 848-4881 or FAX 848-2814.

CAMPUS MINISTRY

Mondays, 7:30-9:00 — Creating Positive Relationships

A 15-session workshop to help you create positive, healing, loving relationships, facilitated by Michelina Bertone, S.S.A., 5140 West Broadway (corner Fielding), Donation \$10., Info and Registration, Michelina Bertone, 848-3591 or 481-7875.

Wednesdays — Experience Peace and Healing through Prayer and Meditation

A 10-session workshop began February 3, 12:00-13:30, 2090 Mackay St., Given by Michelina Bertone, S.S.A., it is designed to explore the meaning and various forms of prayer and meditation. Donation \$10. For more information and Registration call M. Bertone at 481-7875 or 848-3591.

Meditation — Women's Spirituality — Sex and Spirit

These meetings are closed for the remainder of this term, but will be opening again in the Fall. For more information, call Daryl Lynn Ross at 848-3585.

Canadian Catholic University Students' Conference

This is the annual gathering of Catholic students from across Canada. A great opportunity to meet new people and engage in challenging and rewarding discussions — and have fun! This year's theme is emerging spiritu-

alities in the Church, and sexuality and relationships in the light of faith. The conference will be held at the University of Victoria, August 21-26. If interested speak to Peter Coté at Campus Ministry, 848-3586.

Peer Helpers

Peer Helpers are students trained in listening, problem solving, and other helping skills, along with learning about University and community resources. We offer support and referral to Concordia students; the service is free, confidential, and no appointment is needed. Drop by 2135 Mackay St., room 102, Monday-Thursday from 11:00-17:00, and check out our free self-help lending library, and other resource information. Call 848-2859 for more information. Interested in becoming a Peer Helper for the 1993-94 academic year? Applications are available at the office, or at Advocacy and Support Services, L-AD-121. Deadline is March 26.

Holy Week Schedule — Loyola Chapel — April 8-12

Holy Thursday — Mass of the Lord's Supper — 19:00; presider: Ernie Schibli. Good Friday - Service at 15:00; presider: David Eley, S.J. Saturday — Easter Vigil Service — 10:00; presider: Robert Nagy — Alleluia Party at Belmore House immediately after vigil. Easter Sunday — Morning mass only — 11:00 (no evening mass); presider: Marc Gervais, S.J.

NOTICES

Coffee with The Vice-Rector, Academic

Members of the Concordia Community, students, non-academic personnel and faculty: I would be pleased to have you come and have coffee with me, if you can make it for the following evening this term: Tuesday, April 27, after 19:30 in Room AD-231, Administration Building, Loyola Campus, 7141 Sherbrooke St. W. Please call Munit Merid at 848-4847 to let me if you wish to come. I do look forward to seeing you and talking with you about Concordia University. Welcome. Rose Sheinin, Vice-Rector, Academic.

Financial Aid and Awards Office

The Financial Aid and Awards Office offers a Debt Counselling Programme for all students. The programme, run

NOTICES

by senior student counsellors, enables you to weigh your debt against your expected income and explore the repayment options available. To make an appointment, visit the Financial Aid and Awards Office reception, room 085 of the McConnell Building or call 848-3507.

Graduating?

All students completing certificate, degree or diploma requirements during the Summer 1993 session who expect to Graduate this Fall must apply to do so by July 15th, 1993. Fall 1993 Graduation application forms are available at the Student Service Centre on each campus; Loyola AD-211 and S.G.W. LB-185. Students who do not apply by July 15th will not graduate this fall.

SPORTS

4th Annual Stinger Classic Golf Tournament

Saturday, June 5th - Come support Stinger Hockey. Tournament to be held at the Rouville Golf Club in St.Jean Baptiste de Rouville. The cost of this event is \$85.00, which includes golf and buffet dinner. If you would like to come to dinner, the cost is \$20. All alumni are welcome. For information call 848-3847.

Concordia Cricket Club

Sunday Cricket Practices at Hingston Hall field on Loyola campus from 12:00-18:00, starting in mid-May. Information: 848-4845.

SPECIAL EVENTS

Summer Camp

We're organizing a trip to Annual Summer Camp to be held in Philadelphia, Penn. from May 28th to 31st, 1993. If interested, please contact Seema Srivastava at 335-3872 or 335-9261 or Parvathi Kumar at 620-0210.

Hindi Language Course

Are you interested in learning Hindi, the popular language of India? Classes will begin in the 1st week of May. Information: Dr. Shanta Srivastava at 335-9261 or 856-1725 or leave name and telephone number with Religion Department at 848-2065.

Treasury Open House

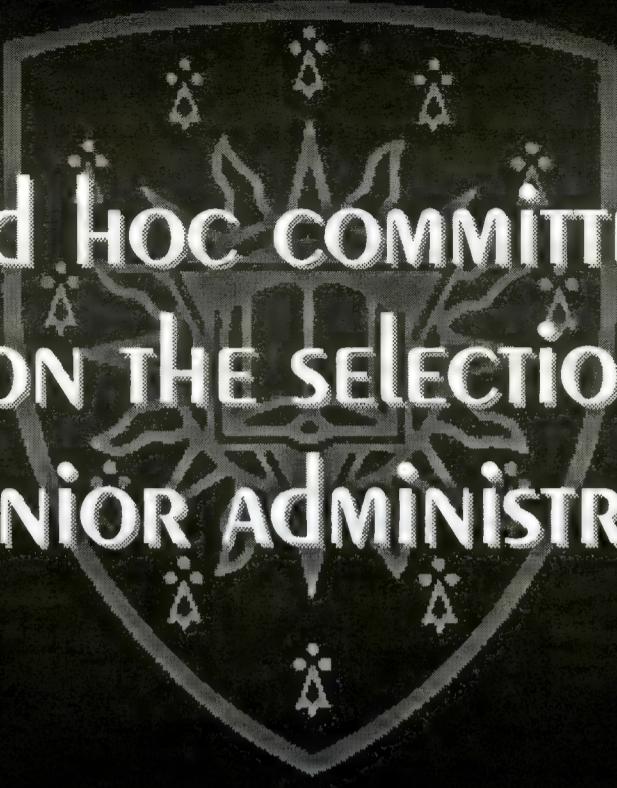
A treasury Open House will take place on Wednesday, April 21st from 5 p.m. to 7 p.m. This is an opportunity to meet Treasury staff in an informal setting, get an overview of the CUFS system and see actual data being entered. Light refreshments. R.S.V.P. by calling Judy at 848-4938.

See BACK PAGE page 11

MEETINGS

Arts and Science Faculty Council Meeting

The next Arts and Science Faculty Council Meeting will be held on Friday, April 23, 1993. Time: 14:00. Location: DL-200, Russell Breen Senate Chamber, 7141 Sherbrooke St. W.



SENATE AD HOC COMMITTEE REPORT ON THE SELECTION OF SENIOR ADMINISTRATORS

This supplement of the Senate Ad Hoc Committee Report on the Selection of Senior Administrators has been published by Concordia's Thursday Report at the request of some members of Senate. The text is a compendium of material supplied to CTR by the Secretary of Senate and the Office of the Secretary-General.

Motions Concerning Advisory Search Committees

Motion 1:

"That the current rules and procedures for the composition, structure and methods of procedure in, 'The amended report to the Board of Governors of Concordia University from the Ad Hoc Committee to Evaluate, Review and Recommend the Composition, Structure and Methods of Procedure of the Committees now known as the Evaluation Committee and the Advisory Search Committee for Senior Administration (CESSA),' be amended and replaced where appropriate, by the document **Confidentiality and Fairness, Call for Candidates and Short-Listed Candidates.**" (Please note page 2)

Motion 2:

"That, with respect to 'Call for Candidates,' **the University strongly encourage women, members of cultural, ethnic or other minorities or disadvantaged groups to apply for these positions.**" (Please note page 2)

Motion 3:

"That the document **Interaction of Short-listed Candidates with the University**, be approved." (Please note page 2)

Motion 4:

"That the current rules and procedures for the composition, structure and methods of procedure in, 'The amended report to the Board of Governors of Concordia University from the Ad Hoc Committee to Evaluate, Review and Recommend the Composition, Structure and Methods of Procedure of the Committees now known as the Evaluation Committee and the Advisory Search Committee for Senior Administration (CESSA),' be amended and replaced where appropriate, by the document **Profiles of ideal candidates.**" (Please note pages 2 and 3)

Motion 5:

"That the current rules and procedures for the composition, structure and methods of procedure in, 'The amended report to the Board of Governors of Concordia University from the Ad Hoc Committee to Evaluate, Review and Recommend the Composition, Structure and Methods of Procedure of the Committees now known as the Evaluation Committee and the Advisory Search Committee for Senior Administration (CESSA),' be amended and replaced where appropriate, by the document **Advisory Search Committees: General.**" (Please note page 3)

Motion 6:

"That the current rules and procedures for the composition, structure and methods of procedure in, 'The amended report to the Board of Governors of Concordia University from the Ad Hoc Committee to Evaluate, Review and Recommend the Composition, Structure and Methods of Procedure of the Committees now known as the Evaluation Committee and the Advisory Search Committee for Senior Administration (CESSA),' be amended and replaced where appropriate, by the document **Incumbency.**" (Please note page 3)

Motion 7:

"That the current rules and procedures for the composition, structure and methods of procedure in, 'The amended report to the Board of Governors of Concordia University from the Ad Hoc Committee to Evaluate, Review and Recommend the Composition, Structure and Methods of Procedure of the Committees now known as the Evaluation Committee and the Advisory Search Committee for Senior Administration (CESSA),' be amended and replaced where appropriate, by the document **Approval Process.**" (Please note pages 3, 4 and 5)

Motion 8:

"That the current rules and procedures for the composition, structure and methods of procedure in, 'The amended report to the Board of Governors of Concordia University from the Ad Hoc Committee to Evaluate, Review and Recommend the Composition,

Structure and Methods of Procedure of the Committees now known as the Evaluation Committee and the Advisory Search Committee for Senior Administration (CESSA), be amended and replaced where appropriate, by the document **Principles.**" (Please note page 3)

Motion 9:

"That the current **official compositions of the Advisory Search Committees for Rector and Vice-Chancellor, Vice-Rectors, Faculty Deans, Dean of Graduate Studies and the Director of Libraries, be maintained.**" (Please note pages 6, 7 and 8)

Motion 10:

"That the flow charts of the '**Proposed Evaluation Process of Senior Administrative Positions, Proposed Approval Process for Appointment of Rector, and Proposed Approval Process for Appointment of the Director of Libraries, Deans and Vice-Rectors, be approved.**" (Please note pages 4 and 5)

Confidentiality and Fairness, Call for Candidates and Short-Listed Candidates

Confidentiality and Fairness:

The privacy and integrity of all nominative information concerning the individual candidates will be respected during the selection process, and the terms of confidentiality should be decided, recorded and approved in the minutes of the Advisory Search Committee.

The identity of all candidates whose names are not retained on a short-list, all documentation and all deliberations surrounding and leading to agreement on the short-list of candidates, shall remain confidential.

The tenets of natural justice and fairness will govern the entire selection process. This means that bias must be avoided, and be seen to be avoided, and that evaluation and search committees must provide opportunities for incumbents and candidates to respond to any

relevant criticism or comments, and to express their views on their performance or candidacy.

If, in the opinion of one third of the members of the Advisory Search Committee, an irregularity has occurred, they will send a letter of complaint to the Chair of the Committee. The Chair will forward it to the Chair of the Board (and in the case of the selection of the Rector to the Chancellor), who will manage the situation. If no resolution can be found, then the matter goes to the Board as a whole, and an ad hoc committee is struck to resolve the matter.

Principles of fairness apply equally to members of Advisory Search Committees. That is, there will be no reprisals against them for their opinions, or for their having served on such Advisory Search Committees.

Call for candidates:

The call for applications and nominations for senior administrative positions should be made by the Advisory Search Committee. Notices for such positions should be widely publicized internally. External notices should be placed in such publications as the CAUT *Bulletin*, *University Affairs*, and regional newspapers, as well as notices being sent to all Canadian universities, and where appropriate to local and national newspapers.

Short-Listed Candidates:

There shall be an initial screening process conducted by the Advisory Search Committee, the purpose of which is to establish a list of the best possible candidates mandated by the profile for the ideal candidate. From these candidates, the Advisory Search Committees will establish a short-list of candidates. This may require some preliminary interviewing to reduce the number to an appropriate level. Once a final short-list is established, candidates will be notified and informed that their names will be made public. If they decline, then they are withdrawn from the short-list.

The names of candidates on the short-list should be made public to the University community no less than thirty (30) days and no more than sixty (60) days before the Advisory Search Committee is scheduled to make its recommendation to the Board of Governors. The calls for nominations and applications should clearly indicate to all candidates what to expect if they are short-listed.

The Advisory Search Committees should provide opportunities for the University to exchange views with candidates on a short-list.

Once the short-list is publicized and open meetings have been held, the University community should be consulted. In this consultation, consideration should be given to the fact that the Rector is the senior academic

leader of the community. Members of the Advisory Search Committee shall attend such meetings but will not participate in the discussion.

Interaction of Short-listed Candidates with the University

The candidates for Rector shall meet with Senate at meetings to which Board of Governors members shall be invited. All members of the University community shall be invited and will be granted speaking privileges.

The candidates for Vice-Rector shall meet with Senate. All members of the University community shall be invited and will be granted speaking privileges.

The candidates for Dean shall meet with respective Councils. All members of the University community shall be invited and will be granted speaking privileges.

The candidates for Director of Libraries shall meet with Senate. All members of the University community shall be invited and will be granted speaking privileges.

These meetings shall be convened by the Advisory Search Committee.

Profiles of Ideal Candidates

All activities in the University support the academic mission of the University, whether directly or indirectly. As a result, the academic sector should be central in developing the profiles of candidates for senior administrative positions. It is important that profiles of all senior administrators be available and developed well before the final selection of an Advisory Search Committee. The profile will be best developed if it takes into account the University periodic appraisal system and is integrated with all academic planning and priorities of the University. The periodic appraisal system will be extended to all units of the University. Such profiles will outline the responsibilities and requirements of the

position, the qualifications and expectations of the person, and the important criteria which play a role in the selection of a candidate.

Profiles of the Vice-Rectors and the Rector should be developed by Senate for approval by the Board of Governors.

Profiles of the Deans should be developed by Councils for approval by Senate and the Board of Governors.

The profile of the Director of Libraries — should be developed by Senate for approval by the Board of Governors.

Profiles for senior academic administrators serve many purposes. One is to integrate the goals and objectives stated in the periodic appraisals, University planning documents and the needs of the University into the selection process. Another is to assist members of the Advisory Search Committees to focus discussion during interviews and the screening of candidates. Profiles on the responsibilities and criteria of senior positions also serve to inform the University community about the role and functions of senior administrators.

Advisory Search Committees: General

The following positions are subject to appointment by the Board of Governors following a search conducted by an Advisory Search Committee appointed by the Board: the Rector, the Vice-Rectors (Academic, Institutional Relations and Finance, and Services), the academic Deans and the Director of University Libraries.

The general composition of, and procedures for, search committees are similar, but the actual membership and the implementation of these procedures will vary by committee.

a) Composition:

In order that the interests of the University community as a whole be upheld and advanced, and to ensure that a well-informed decision is reached, there should be broad representation on search committees, whose composition should reflect the various units for which the position is responsible. The membership of each committee should reflect the fact that the University is an academic community.

b) Time frame:

(i) The Board of Governors will call for the establishment of an Advisory Search Committee at the March meeting in the

penultimate year of the mandate of the senior administrator;

- (ii) The relevant University units will select candidates for membership and forward the relevant names to the Board of Governors within six weeks of the March meeting;
- (iii) The Board of Governors will approve the membership of the Advisory Search Committee at the May meeting.

c) Nomination and Election Procedures:

Nomination and election procedures should be clearly articulated by the Board of Governors and shall be widely disseminated throughout the University. They shall be announced within two weeks of the March meeting of Board of Governors announcing the establishment of the Advisory Search Committee.

Incumbency

All positions shall be searched and the incumbent may apply.

Approval Process

When the Advisory Search Committee is ready to recommend a candidate to the Board of Governors, a reasoned report which shall include minority reports, if any, must be submitted to the Board for discussion. If the proposed candidate is not accepted, then established procedures must be followed.

Principles

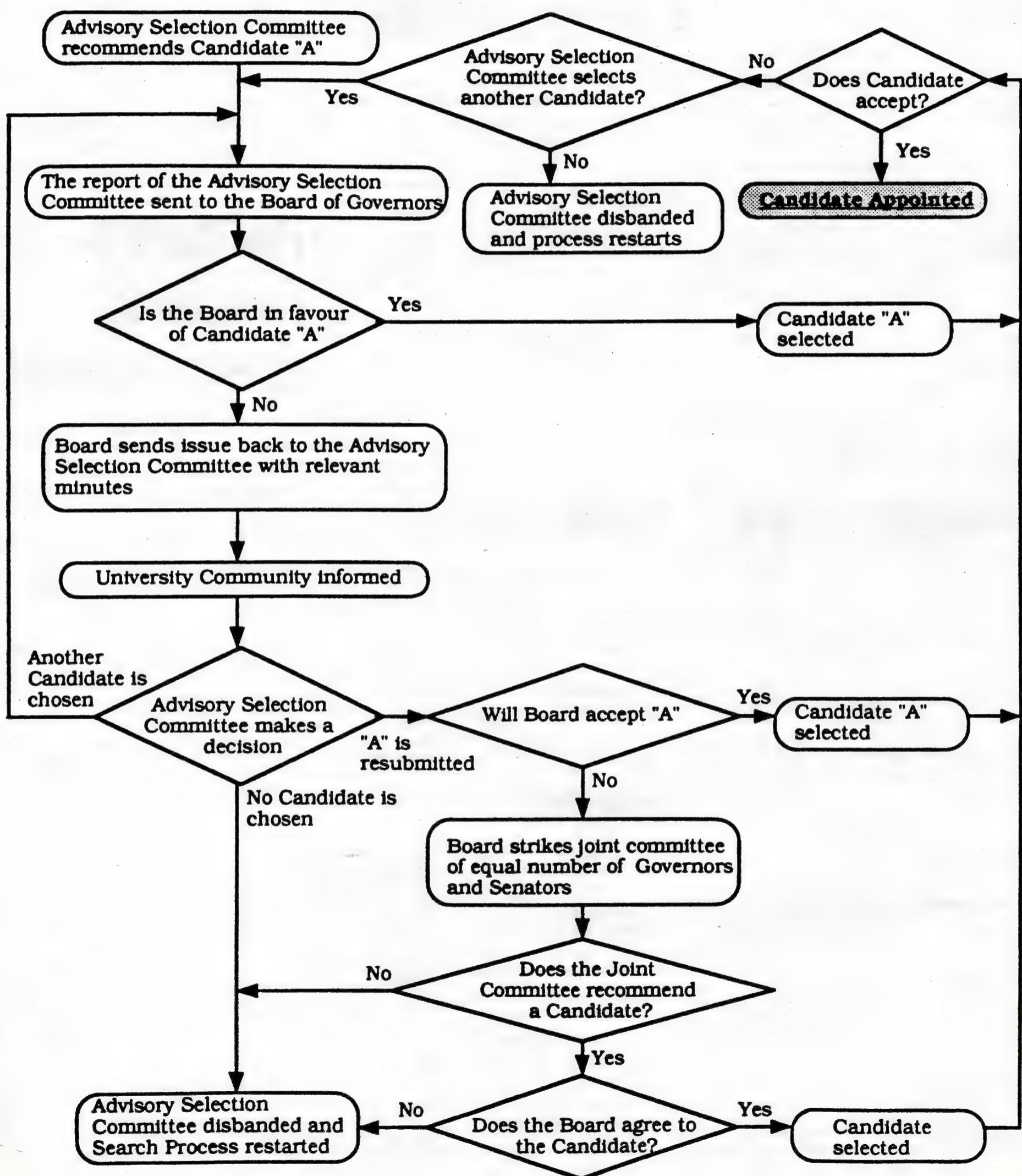
1. The general welfare of the University must underlie all rules and procedures in the selection of senior administrators;
2. Senate is the highest academic body in the University and must have a critical role in the process of selection of senior administrators;
3. The governance of the University is based on collegiality, trust, openness, and a sense of collaborative decision-making;
4. Representation from all relevant constituencies strengthens the advisory search for the best candidate through shared responsibility;

5. The selection process is enhanced when there are clear statements of the profiles and expectations of senior administrators;
6. Openness should be respected throughout the search process;
7. Advisory Search Committees shall solicit information from, and consult with, the University community;
8. The search process must be accountable to the University;
9. Diligence and care must be exercised concerning the integrity of information entering the process;
10. Due process must be followed.

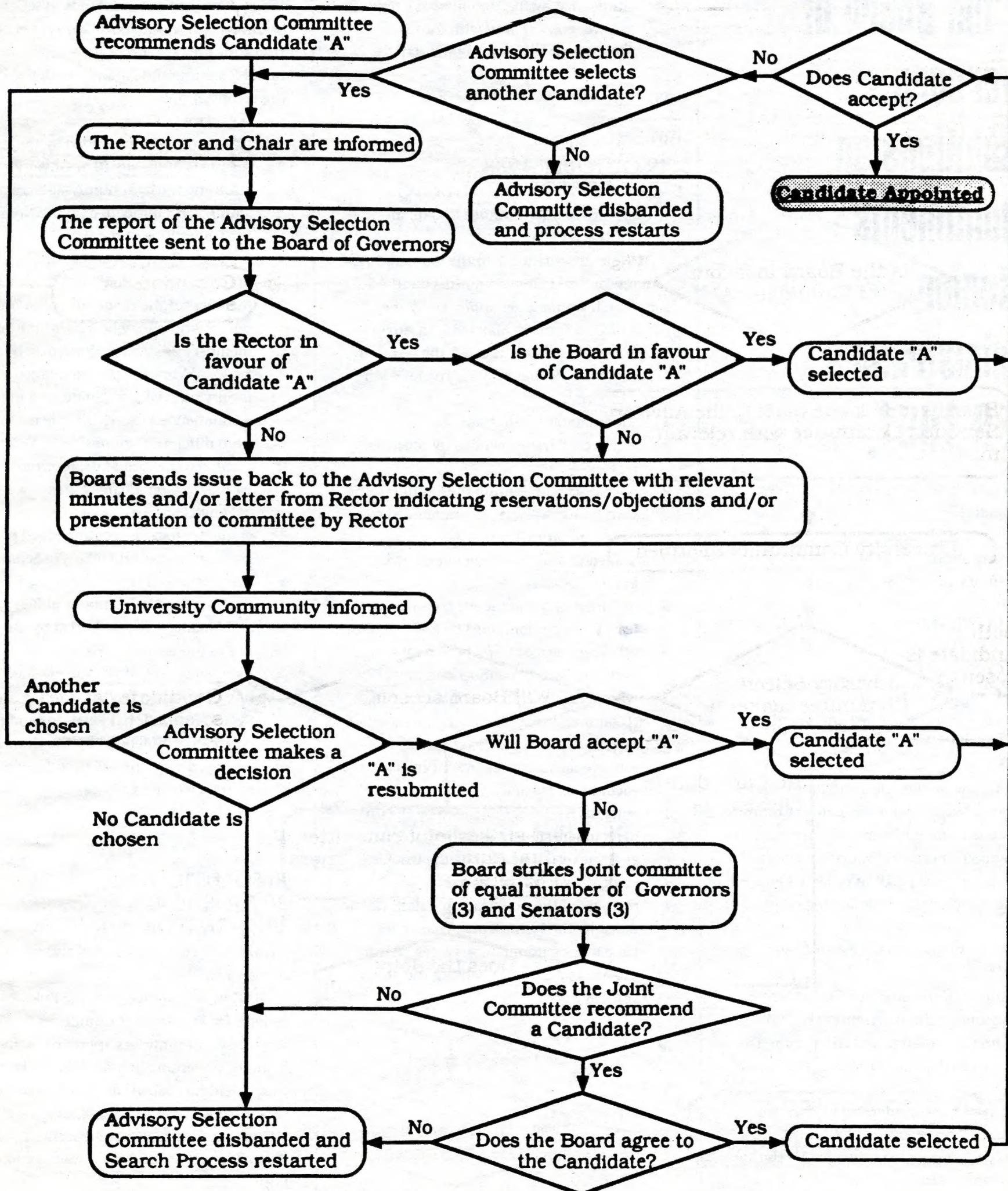
Flow Charts for Evaluation and Approval Processes

1. Proposed Approval Process for Appointment of Rector
2. Proposed Approval Process for Appointment of Vice-Rectors, Deans and Director of Libraries
(See pages 4 and 5)

Flowchart of the Proposed Approval Process for Appointment of Rector



Flowchart of the Proposed Approval Process for Appointment of the Director of Libraries, Deans and Vice-Rectors



Compositions of the Advisory Search Committees as per the Board of Governors' Resolutions on Appointments of Senior Administrators 1988-1991

1. Rector and Vice-Chancellor
2. Vice-Rectors
3. Director of Libraries
4. Faculty Deans
5. Dean of Graduate Studies

RESOLUTION 15 JUNE 1988 RECTOR AND VICE-CHANCELLOR

It was moved and seconded and unanimously RESOLVED:

R88-53

THAT, following the Rules and Procedures approved in May 1984 for Evaluation Committees, since the present incumbent intends to seek re-appointment, an Evaluation Committee be struck for the position of Rector and Vice-Chancellor, with the following composition:

- 1 the Chairman of the Board of Governors — Chair;
- 3 members of the Board of Governors, from among the representatives of the community-at-large and the alumni, recommended by the Nominating Committee;
- 1 vice-rector, recommended by the vice-rectors;
- 1 academic dean, recommended by the academic deans;

- 4 faculty members from different Faculties, one of whom may be a part-time faculty member, recommended by the faculty members of Senate;
- 2 undergraduate students, recommended by the undergraduate student members of Senate;
- 1 graduate student, recommended by the graduate student members of Senate;
- 2 members of the non-academic staff, recommended by the Nominating Committee after consultation with the Associations representing the staff.

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15

RESOLUTION 19 OCTOBER 1988 VICE-RECTOR, ACADEMIC

It was moved and seconded and unanimously RESOLVED:

THAT, in accordance with the Rules and Procedures for Evaluation Committees and Advisory Search Committees approved by the Board of Governors in May 1984, an Advisory Search Committee be struck for the position of Vice-Rector, Academic, with the following composition:

- 1 the Rector as Chair(man);
- 1 vice-rector, recommended by the vice-rectors;
- 2 governors representing the alumni or the community-at-large, recommended by the Nominating Committee;
- 2 academic deans, recommended by the academic deans;
- 6 members of the academic community, at least four of whom must be full-time faculty members, one of whom may be a part-time faculty member and one of whom may be a professional librarian, recommended by the faculty members of Senate; and that the recommended faculty members must represent as many Faculties as possible;
- 3 students, two recommended by the undergraduate student members of Senate and one recommended by the graduate student members of Senate;
- 1 member of the non-academic staff, nominated by the Nominating Committee from among nominations received from the Associations representing the non-academic staff.

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16

RESOLUTION 20 JUNE 1990 VICE-RECTOR, INSTITUTIONAL RELATIONS AND FINANCE

It was moved and seconded and unanimously RESOLVED:

THAT, in accordance with the Rules and Procedures for Evaluation Committees and Advisory Search Committees approved by the Board of Governors in May 1984, and since the present incumbent intends to seek re-appointment, an Evaluation Committee be struck for the position of Vice-Rector, Institutional Relations and Finance, with the following composition:

- 1 the rector as Chair;
- 1 vice-rector, recommended by the Rector;
- 2 members of the Board of Governors, representing the community-at-large or the alumni, recommended by the Nominating Committee of the Board;
- 1 academic dean, recommended by the other academic deans;
- 3 members of the academic community, one of whom may be a part-time faculty member and one of whom may be a professional librarian, recommended by the faculty members of Senate; and that the recommended faculty members must be from different Faculties;
- 2 undergraduate students, recommended by the undergraduate student members of Senate;
- 1 graduate student, recommended by the graduate student members of Senate;
- 1 administrator from a unit reporting to the Vice-Rector, Institutional Relations and Finance, recommended by the Office of the Rector;
- 1 member of the non-academic staff from one of the units reporting to the Vice-Rector, Institutional Relations and Finance, recommended by the Human Resources department after due election by the Electoral College.

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13

RESOLUTION 20 JUNE 1990 VICE-RECTOR, SERVICES

It was moved and seconded and unanimously RESOLVED:

THAT, in accordance with the Rules and Procedures for Evaluation Committees and Advisory Search Committees approved by the Board of Governors in May 1984, and since the present incumbent does not intend to seek re-appointment, an Advisory Search Committee be struck for the position of Vice-Rector, Services, with the following composition:

- 1 the rector as Chair;

- 1 vice-rector, recommended by the Rector;
- 2 members of the Board of Governors, representing the community-at-large or the alumni, recommended by the Nominating Committee of the Board;
- 1 academic dean, recommended by the other academic deans;
- 3 members of the academic community, one of whom may be a part-time faculty member and one of whom must be a professional librarian, recommended by the faculty members of Senate; and that the recommended faculty members must be from different Faculties;
- 2 undergraduate students, recommended by the undergraduate student members of Senate;
- 1 graduate student, recommended by the graduate student members of Senate;
- 2 administrators from non-academic units reporting to the Vice-Rector, Services, recommended by the Office of the Rector;
- 1 non-academic staff member from one of the units reporting to the Vice-Rector, Services, recommended by the Human Resources Department after due election by the Electoral College.

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14

**RESOLUTION
20 JUNE 1990
DIRECTOR OF UNIVERSITY
LIBRARIES**

It was moved and seconded and unanimously RESOLVED:

THAT, in accordance with the Rules and Procedures for Evaluation Committees and Advisory Search Committees approved by the Board of Governors in May 1984, and since the present incumbent has resigned, an Advisory Search Committee be struck for the position of Director of Libraries, with the following composition:

- 1 the Vice-Rector, Services, as chair, or his delegate;
- 1 member of the Board of Governors, representing the community-at-large or the alumni, recommended by the Nominating Committee of the Board;
- 1 academic dean, recommended by the other academic deans;
- 3 faculty members from different Faculties, recommended by the faculty members of Senate;
- 1 undergraduate student, recommended by the undergraduate student members of Senate;
- 1 graduate student, recommended by the graduate student members of Senate;
- 1 administrator from an administrative unit other than the Libraries, recommended by the Office of the Rector;

- 2 professional librarians, recommended by the professional librarians, after due election by and from their number;
- 1 non-academic staff member from the Libraries, recommended by the Human Resources Department after due election by the Electoral College.

12 (14, see amendment below)

**RESOLUTION (AMENDMENT)
21 NOVEMBER 1990
DIRECTOR OF UNIVERSITY
LIBRARIES**

THAT Resolution R90-5-72, adopted by the Board on 20 June 1990, and concerning the establishment of the Advisory Search Committee for the Director of University Libraries, be amended as follows: by including two additional members in the composition of the above-mentioned Committee, namely: one administrative librarian recommended by the other administrative librarians, and one support staff member from the Libraries, recommended by the Human Resources Department after due election by the Electoral College; therefore the total number of members of the said Committee shall be increased from twelve to fourteen.

**RESOLUTION
16 OCTOBER 1991
DEAN, FACULTY OF ARTS
AND SCIENCE**

On motion duly moved and seconded, it was CARRIED:

THAT, in accordance with the Rules and Procedures for Evaluation Committees and Advisory Search Committees approved by the Board of Governors in May 1984, and since the present has been appointed as Vice-Rector, Services, an Advisory Search Committee be established for the position of Dean of the Faculty of Arts and Science, with the following composition:

- 1 the Vice-Rector, Academic - Chairwoman;
- 1 member of the Board of Governors, a representative of the community-at-large, recommended by the Chairman of the Board;
- 1 academic dean, from another Faculty, recommended by the other academic deans;
- 4 faculty members from the Faculty of Arts and Science, one of whom will be a part-time faculty member, recommended by the Arts and Science Faculty Council, with at least one from each of the sciences, the humanities and the social sciences;
- 2 members of the academic community (exclusive of the faculty members from the Faculty of Arts and Science), one of

whom may be a professional librarian, recommended by the faculty members of Senate;

- 2 undergraduate students from the Faculty of Arts and Science, recommended by Faculty Council;
- 1 graduate student from the Faculty of Arts and Science, recommended by Faculty Council;
- 1 member of the permanent staff of the Faculty of Arts and Science, recommended by the Human Resources Department after due election by and from the full-time permanent staff of the Faculty.

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**RESOLUTION
20 MARCH 1991
DEAN, FACULTY
OF COMMERCE AND
ADMINISTRATION**

It was moved and seconded and unanimously RESOLVED:

THAT, in accordance with the Rules and Procedures approved in May 1984 for Evaluation Committees and Advisory Search Committees, an Advisory Search Committee be established for the position of Dean of the Faculty of Commerce and Administration, with the following composition:

- 1 the vice-rector, academic, as Chairwoman;
- 1 member of the Board of Governors, a representative of the community-at-large, recommended by the Chairman of the Board;
- 1 academic dean from another Faculty, recommended by the other academic deans;
- 4 faculty members from the Faculty of Commerce and Administration, recommended by the Commerce and Administration Faculty Council;
- 2 members of the academic community (exclusive of the faculty members from the Faculty of Commerce and Administration), one of whom may be a professional librarian, recommended by the faculty members of Senate;
- 2 undergraduate students from the Faculty of Commerce and Administration, recommended by Faculty Council;
- 1 graduate student from the Faculty of Commerce and Administration, recommended by Faculty Council;
- 1 Member of the permanent staff of the Faculty of Commerce and Administration, recommended by the Human Resources Department after due election by and from the full-time permanent staff of the Faculty.

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**RESOLUTION
16 OCTOBER 1991
DEAN, ENGINEERING AND
COMPUTER SCIENCE**

It was moved and seconded and unanimously RESOLVED:

THAT, in accordance with the Rules and Procedures for Evaluation Committees and Advisory Search Committees approved by the Board of Governors in May 1984, and since the present incumbent is now completing his third mandate, which will expire on 31 May 1992, an Advisory Search Committee be established for the position of Dean of Engineering and Computer Science, with the following composition:

- 1 the Vice-Rector, Academic — Chairwoman;
- 1 member of the Board of Governors, a representative of the community-at-large, recommended by the Chairman of the Board;
- 1 academic dean, from another Faculty, recommended by the other academic deans;
- 4 faculty members from the Faculty of Engineering and Computer Science, recommended by the faculty members of the Engineering and Computer Science Faculty Council;
- 2 members of the academic community (exclusive of the faculty members from the Faculty of Engineering and Computer Science), one of whom may be a professional librarian, recommended by the faculty members of Senate;
- 2 undergraduate students from the Faculty of Engineering and Computer Science, recommended by Faculty Council;
- 1 graduate student from the Faculty of Engineering and Computer Science, recommended by Faculty Council;
- 1 member of the permanent staff of the Faculty of Engineering and Computer Science, recommended by the Human Resources Department after due election by and from the full-time non-academic staff of the Faculty.

**RESOLUTION
15 JUNE 1988
DEAN, FACULTY OF FINE ARTS**

It was moved and seconded and unanimously RESOLVED:

THAT, following the Rules and Procedures approved in May 1984 for Evaluation Committees, since the present incumbent intends to seek re-appointment, an Evaluation Committee be struck for the position of Dean of the Faculty of Fine Arts, with the following composition:

- 1 the Vice-Rector, Academic — Chair;
- 1 member of the Board of Governors, a representative of the community-at-large or alumni, recommended by the Nominating Committee;
- 1 academic dean, from another Faculty, recommended by the other academic deans;
- 4 faculty members from the Faculty of Fine Arts, one of whom will be a part-time faculty member, recommended by the faculty members of Faculty Council;
- 2 faculty members from the other Faculties recommended by the faculty members of Senate;
- 2 undergraduate students from the Faculty of Fine Arts, recommended by the undergraduate student members of Faculty Council;
- 1 graduate student from the Faculty of Fine Arts, recommended by the graduate student members of Faculty Council;
- 1 non-academic staff member from the Faculty of Fine Arts, recommended by Human Resources after due election by and from the full-time non-academic staff of the Faculty.

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**RESOLUTION
20 JUNE 1990
DEAN OF GRADUATE STUDIES**

It was moved and seconded and unanimously RESOLVED:

THAT, in accordance with the Rules and Procedures for Evaluation Committees and Advisory Search Committees approved by the Board of Governors in May 1984, and since the present incumbent intends to seek re-appointment, an Evaluation Committee be struck for the position of Dean of Graduate Studies, with the following composition:

- 1 the Vice-Rector, Academic — Chair;
- 1 member of the Board of Governors, a representative of the community-at-large or the alumni, recommended by the Nominating Committee of the Board;
- 1 academic dean, recommended by the other academic deans;
- 2 faculty members from the Faculty of Arts and Science, recommended by the faculty members of the Arts and Science Faculty Council;
- 1 faculty member from the Faculty of Commerce and Administration, recommended by the faculty members of the Commerce and Administration Faculty Council;
- 1 faculty member from the Faculty of Engineering and Computer Science, recommended by the faculty members of the

- Engineering and Computer Science Faculty Council;
- 1 faculty member from the Faculty of Fine Arts, recommended by the faculty members of the Fine Arts Faculty Council;
- 1 professional librarian, recommended by the professional librarians, after due election by and from their number;
- 2 graduate students, recommended by the graduate student members of Senate;
- 1 non-academic staff member from the Division of Graduate Studies, recommended by the Human Resources Department after due election by and from the full-time non-academic staff of the Division of Graduate Studies.

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**RECORD OF ADVISORY
SEARCH COMMITTEES AND
EVALUATION COMMITTEES**

15 June 1988	Dean, Faculty of Fine Arts
15 June 1988	Rector and Vice-Chancellor
19 October 1988	Vice-Rector, Academic
20 June 1990	Director, University Libraries
21 November 1990	Director, University Libraries (amendment)
20 June 1990	Dean, Graduate Studies
20 June 1990	Vice Rector, Institutional Relations and Finance
20 June 1990	Vice-Rector, Services
20 March 1991	Dean, Faculty of Commerce and Administration
16 October 1991	Dean, Faculty of Arts and Science
16 October 1991	Dean, Faculty of Engineering and Computer Science

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